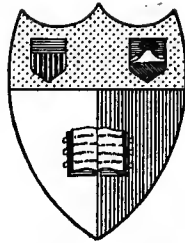


# MODERN METHODS IN SELLING

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## **MODERN METHODS IN SELLING**



# Modern Methods In Selling

A Book for Every Man and Woman  
in Business

*By*  
**L. J. HOENIG**  
LL. B., CORNELL UNIVERSITY



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# INTRODUCTION

This work is written primarily for the salesman, or the man or woman who contemplates taking up selling work. I hope, however, that it may have some helpful suggestions as well for the sales manager, or the head of the house. It presents the problem of the one who sells either at wholesale or retail; of the salesman who calls on the trade or is called on by the trade, of the man who writes the sales letter, dresses the window or the display counter, or who writes the advertisements. Each may have a different line of work, but his problem is the same,—first, to get attention; each must have it. Then their problems run parallel in the effort to secure interest. There can be no selling without interest. Probably the work of each continues in the endeavor to secure desire which carries the necessary impulse to buy, and finally in obtaining the decision to buy, properly carried into effect.

The traveling salesman carries his samples or his articles for demonstration. This and his knowledge is his equipment. The salesperson in the retail store has the goods or articles in

## INTRODUCTION

stock and his knowledge for his equipment. The man who writes the sales letter has only his knowledge of the goods and of those who are expected to buy them. This knowledge and his letter are his equipment. And so with the advertising man; his knowledge and his copy are his equipment. Each has different equipment with which to work out the same problems. Each depends on getting his message along certain pathways to the brain, the writer through the sense of sight, the personal salesman through as many of the senses as possible.

Studying these branches of selling in this associated way ought to give a broader idea of the science than could be obtained otherwise. The different branches are treated as comprehensively as this single volume will permit, every important principle or practise being brought out. The usual amount of detail, much of which is often tiresome in works of this kind, is eliminated without sacrificing anything of consequence. Unless otherwise directed, we generally begin our study of selling inductively, reading only such works as pertain immediately to our particular branch. Not until we have come into executive work do we realize, as a result of wider observation and experience, the importance of the study of all branches of selling as brought out in this work. This general survey

## INTRODUCTION

of the problems ought to give the salesman breadth and understanding which he could not get in the reading of any volume relating to his particular branch of the work. I hope that this discovery of the similarity in the problems of each branch will be an incentive to the reader to go into the individual branches still deeper, and eventually give him knowledge that will serve him well in executive work.

L. J. H.

OMAHA, NEBRASKA.



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## MODERN METHODS IN SELLING



# Modern Methods in Selling

## CHAPTER I

### THE SELLER

THIS is an age of intensification. It is a time when new theories are constantly being worked out and put into practise; when we are striving to get the most with the least effort and expense; when idle talk and false motion are being minimized. Inefficiency loses millions each year, therefore men in all lines of business, who are awake and grasping the importance of the situation, are studying their employees, watching and recording their movements, and their talk if they be salesmen, rearranging them, readjusting their machinery, supplying them with different, more effective equipment, and improving their working environment; and all of this to overcome some discovered lost or false motion. Mr. Lewis describes the modern tendency well in *Getting the Most out of Business*,

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“There is no doubt that the entrance of the scientific spirit of the engineer into all the administrative and executive functions of business has changed the rules of the business game. Business will never again be the same comfortable, happy-go-lucky, go-as-you-please occupation it once was. . . . Should we not make a careful, scientific study of man in relation to the work he does—whether it be in the factory, salesmaking, advertising, keeping a set of books, operating a typewriter, or sticking stamps on a wrapper? Out of that study will come facts which we may classify into general laws and principles, the skilful application of which must make the most successful business, the most contented workers, the most peaceful and prosperous society.”

Selling has not been overlooked. Certain scientific principles have been and are being found to govern it. Certain laws may be applied to it, the application of which improves and intensifies it. There is a most efficient and satisfactory way to sell, and the good business men of to-day are, by constant study and experiment, gradually finding and applying it.

As I have already stated in the introduction to this volume, the general relation between wholesale and retail selling in person, sales letter-writing, advertising, and even window and store display, is so close that the principles

that apply to one will in a general way apply to the others, even though their method of application will be different. The underlying mental steps of the process are the same; the elements entering into the making of the sale are the same. Stripping the sales process of everything but the fundamental, what is the sale? How is it made? Who and what are involved in it? The sale, whether it be made by personal call, over the counter, by letter, advertising, or display, may be reduced to this simple transaction;—a contract between two people, one to sell and the other to buy some tangible or intangible thing. I, the seller, may be the manufacturer selling at wholesale, or the salesman representing him. I may be the retailer operating the store in a certain city, or I may be the salesman behind the counter. I may be the sales letter-writer in the office of the manufacturer or retail dealer, or possibly in my room at the hotel as a salesman. I may be the advertising man, appealing to groups rather than to particular individuals, representing either the wholesale dealer or the retailer. No matter what may be the branch of selling under consideration, we have four very apparent angles from which the subject must be analyzed and improved.

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First the seller must be considered; and we shall vary here from the usual treatment of this angle and consider the seller in his broadest sense. Primarily the manufacturer or jobber or retail dealer is the seller, and coming secondarily is the salesman, or sales letter-writer and advertising man or other representative. We can not hope to get very far with the buying public unless the maker or manufacturer or dealer is right in his methods and policy. The ability, and energy, and accomplishments of the salesman or other representative will be of no avail unless what is back of him measures up to the usual demands. Nor can we hope to get very far unless the salesman or other representative has the personality and ability demanded in his line of work. He goes out personally, or, if it be the advertising man, in the advertisements of the company, to educate, and appeal, and represent. His virtues are the company's virtues, his failings the company's failings.

Now let us consider the second angle of the sale. How about the buyer? The sales manager, the advertising man and the salesman are most directly concerned with the buyer. Whether he be the individual on whom the salesman calls personally, or the group of individuals to whom the advertiser or letter-writer or

window-dresser is appealing, the knowledge of the buyer which must be gathered is substantially the same. It is the knowledge of human nature; the knowledge of men and their make-up; the knowledge of instincts, interests, emotions, desires and habits, and how to appeal to them; and with this the knowledge of character, as expressed externally,—all important to the representative who must come into contact with the public, the great group of buyers.

It will be conceded that we can not go very far in selling unless the thing to be sold comes up to required standards. Has it the quality? Is it designed to meet the needs of the greatest number possible? Is the price reasonable? Can it be marketed profitably? Are transportation facilities favorable? Can we meet competition in giving service? Have we a name that means something,—descriptive, easily pronounced and remembered? How about the containers, sacks or packages: are they of good design? Do they serve as good or poor advertisements? If it is an intangible something like insurance, does what we have to offer measure up to what is being offered by competition? We must have something worth while, put into attractive form, otherwise our selling scheme breaks at this point.

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With the seller and the thing to be sold in proper form, and with proper knowledge of the buyer, we have the remaining fundamental to be analyzed;—playing the game, making the sale. What is the most effective, most economical way to influence the buyer to purchase what we have to sell? Having all of our other equipment in proper order we center again on the buyer in making the sale. From whatever branch of selling we may be working we shall find that the mind must be appealed to through the senses and instincts, through the great group of interests, the emotions, motives or desires, and habits.

### THE SELLER AND HIS OBLIGATIONS

From the point of view of the seller, let us mention some of the obligations which rest on the manufacturer or jobber or retail dealer if he is to expect the best from his representatives, the salesman or advertising man. As we have stated, he is primarily the seller, and must be considered with the salesman or advertising man in the analysis of the subject. He must be ready to give a square deal. There must be honesty in the manufacture of his product, giving quality where it is due. His policy must be equitable, impartial, tactful and reasonable.



The public knows quality and demands it. The manufacturer can not expect his representatives to build up a lasting business without cooperation in this respect. If I were a salesman again I would not consider wasting my time in the field for any concern that did not have sufficient respect for this fundamental. It is needless to say another word about quality.

And the importance of service seems to be so well established in business that it need only be mentioned. It must be a good, dependable, keeping-the-word-good service, whether it be at the factory or store, transportation, or that which is necessary in the use of the thing being sold. The essence of service in the cement and plaster business is to deliver when we say we will, and when the dealer must have the product. The essence of service in the battery business is keeping these sensitive batteries inspected and in proper condition to give satisfaction.

The modern public looks for character everywhere: in the salesman, in every department from the sales to the credit, in the personnel, in the product. The department heads, employees, the factory, offices, store, advertising, correspondence,—everything that is in any way associated with the seller's name must have character.

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The seller is under obligation to give his representatives who deal with the public the very best ideas that have been gathered from the experience of others in the business. It is a poor sales office that is not a clearing house for the experiences and suggestions of the many representatives in the field, office and plant, or in the store. The best should be selected and used. The engineer is doing it every day, and has been for years;—selecting and using the best;—standardizing. Our progressive selling organizations have been standardizing just as carefully every step and every word in many cases, that the salesman is to take or say. The salesman is neglected to-day if we do not give him the benefit of standardization, a highly constructive word in selling. If the organization for which I happened to be working was not standardizing this would be one of the first suggestions that I would have to make.

The sales manager should relieve the salesman of all the preliminary work possible, and let him devote his efforts to the higher work of closing sales. As we shall show in the chapter on Sales Management, good advertising and good strong sales letters will in many cases do the work of a salesman, even to the closing.

Their cooperative value surely can not be overlooked.

The salesman is entitled to the benefit of the contact with the trade of those in authority, who are inclined to be cold and indifferent toward the trade, letting the salesman do all of the handshaking, all of the associating, all of the negotiating, all of the adjusting, all of the thanking. Even a letter from the president may be advisable at times.

In another chapter we shall go into the subjects which have already been mentioned, and furthermore into such others as quotas, bonuses, special training, the benefit of all of which the salesman should have if the manufacturer is to obtain the most satisfactory results.

#### ANALYZING THE SALESMAN

The salesman, being the personal representative of the manufacturer or jobber or retailer, is the man on the ground constantly in touch with the customers, carrying to them and making known the goods or offer, the service, policy, character,—everything. He must make a good impression. If he makes a bad one, the company back of him makes a bad one, because it is judged by the salesmen it keeps. Let us

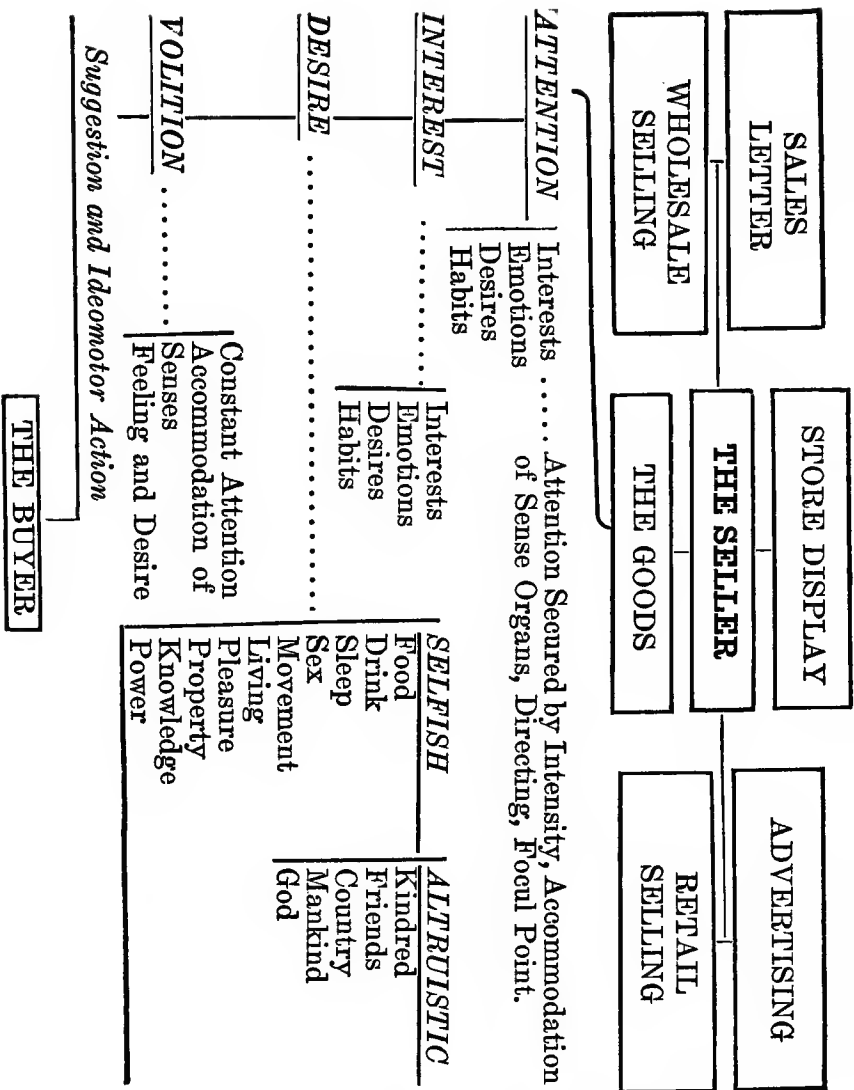
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see what combination of things we must look for in the good salesman; in the better salesman, let us say.

### PERSONALITY

Personality comprises all of the positive and negative qualities of the salesman; all of his good and bad points. These positive qualities develop the radiating force which exerts power over others, making them give attention and listen and think and do. It is said to be the greatest power in influencing others, and is measured by the degree of good personal appearance, education, manner, expression, character, and other qualities possessed by the individual. It can be developed, both body and mind being involved in this development. Developing the body, training the mind, correcting the manner, beautifying the expression, strengthening the character,—all of these improve the personality. The physique, the head, eye, features, voice, carriage, appearance, demeanor, language, judgment, reasoning power, courage, faith, memory, tact, perseverance, initiative, energy, all of these are details of personality. The big man will have many of these qualities well developed; the little fellow will have a fewer number not so well developed,

DIAGRAM OF THE SALES PROCESS



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Give me the salesman who is honest, who has good carriage, self-respect, confidence, grace. Let him have a good handshake, a quiet natural smile with depth of character behind it. Let his manner be easy; let him have poise, be cool and calm, and latently forceful. Let him use good English, articulate well and pronounce properly. Let there be magnetism in his well-modulated voice,—expression, and sympathy, and sincerity. He must know human nature. He must have forceful yet not violent gesture, with enthusiasm that is deep and radiating and not boisterous, and with persistence that has the real sticking quality yet does not become a bore. If this is the description of a standard and not a man, the nearer we get to it, the better salesmen we shall be. Every organization wants men equipped to go higher. The salesman who has a high standard for his goal will be one of those first to receive the call to executive work.

### LOOK WELL AS WE SELL

Of the details of personality which we have mentioned, some appeal to the eye, others to the ear, and still others generally to the senses. Personal appearance appeals to the eye. It is

through the eye that the first impression is made, and some men are very far-sighted when salesmen are waiting for an interview. Appearance is therefore very important. In its broadest sense it comprehends cleanliness, dress and manner, the latter being closely allied with expression, carriage, walk, poise, cheerfulness, politeness, enthusiasm, sincerity, determination and self-control. If one has poise this surely benefits the general appearance. Similarly if one is cheerful this benefits the appearance by making it more pleasing; and so with politeness, and enthusiasm, and self-control.

#### CLEAN PHYSICALLY AND MENTALLY

Even though it may seem unnecessary to many of us, before writing about any other characteristic of the salesman we must dwell on the extreme importance of keeping clean. If we have not the ambition and energy to keep clean we are unfit even to consider the subject of selling. Let us by all means keep clean. The human body well taken care of is an object of admiration, but neglected becomes a thing of disgust. Our bathing frequently and thoroughly can not be neglected. The head and hair should

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be looked after, and the ears and teeth and nails. These are a perfect mirror of general cleanliness. If it is important to keep the body clean it is of greater importance to look after the mind,—the directing force in this work of selling. Let us not fill it with the vile and filthy instead of the good and wholesome and noble.

### CLOTHES AND THE MAN

Clothing does have its place in making the man or woman. Clothes are fairly true advertisements of personality, and should be well selected. Over-dressing is as faulty as under-dressing or dressing poorly. Wearing good, sensible, well-fitting clothes and keeping them in good condition is an indication of refined taste, of value to the salesman. There is nothing like cleanliness and proper dress to inspire confidence and agreeableness. Chesterfield puts it quite strongly but truly when he says: "I would rather have a young fellow too much than too little dressed; the excess on that side will wear off with a little age and reflection; but if he is negligent at twenty, he will be a sloven at forty, and worse at fifty." A man came into my office a short time ago soliciting advertising. He was decorated with rings, and



fobs, a heavy chain, a suit of large, loud checked pattern, and spats. He did not get an order for advertising. When we have good-looking, sensibly made clothes we feel like real men. When we are over-dressed, or under-dressed, or shabbily dressed, we feel uneasy, self-conscious, cheap and dissatisfied with ourselves. We are distracted and can not get down to business.

## MANNER NOT MANNERISMS

If the salesman has poise of bearing, good graceful carriage full of dignity and sincerity, and a handshake that is sincere and electric, these are the deep and silent qualities of manner. If he has the effervescing, radiating qualities of cheerfulness, politeness, courtesy and enthusiasm he has the life-giving qualities of manner; the qualities of the "southern exposure"; each a sunbeam of personality. Cheerfulness and enthusiasm are contagious. They help to put one in the receptive mood for listening and buying. If the salesman has a genuinely cheerful smile you smile with him. If he is really courteous and polite, you are courteous and polite; you can not ignore him. Edmund Burke says:

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“Manners are more important than laws. Upon them in a great measure the law depends. The law touches us but here and there, and now and then. Manners are apt to vex or sooth, corrupt or purify, exalt or debase, barbarize or refine us, by a constant, steady, uniform insensible operation like that of the air we breathe....according to their quality they aid morals; they supply them or they totally destroy them.”

It is important to study ourselves and overcome any detracting mannerisms. The salesman who is loud and boisterous makes a bad impression. His manner should be refined and subdued. He must overcome nervousness, keep his head, face and eyes settled, and his hands and feet at ease. Sniffing, hacking and coughing must be avoided. They detract; they are annoying if not repulsive.

### SINCERITY

Another characteristic which is closely associated with appearance is sincerity. A selling talk will have no force without sincerity. We should have the appearance of being in reality what we are professing to be; of intending precisely what we say or what we appear to intend. Sincerity is honesty in our actions or preten-

sions. It is saying what we mean, and meaning what we say. The appearance of insincerity creates doubt, lack of confidence, suspicion, any one of which conditions is sufficient to prevent a sale.

#### OTHER DETAILS AND REQUIREMENTS

In what is regarded as the order of their importance many other details of personality and practises or requirements of the successful salesman should be mentioned here. Character, knowledge of goods, knowledge of the buyer, such qualities as resourcefulness, originality, persistence, thoroughness, tact, the use of English and memory are indispensable. No two minds will agree on the order of importance. The order in which they are mentioned here seems to be reasonably logical.

#### BRAINS AND CHARACTER RULE THE WORLD

This is Wendell Phillip's expression. In selling we shall put character first, and particularly in personal selling. We are always looking for character. We must measure up to a certain standard to be somebody. Character is moral force; a union of the qualities which

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distinguish a person. It must be above reproach in the salesman or he is to have a cold reception. It must have depth and quality. How does it differ from personality? It may be good, yet the personality may not be striking or forceful. It may be bad and yet the personality may be scintillating with vim and magnetism. Personality is the character plus the other qualities which we manifest outwardly, such as appearance, carriage, voice and language. Character is like the trunk of the tree without the limbs and leaves, and personality is the tree with all its decoration. Developing character involves a close and constant examination of the inner self with respect to what is right and wrong; supplying the mind with what is good,—lofty thoughts and high ideals, and training the will to mold these thoughts and ideals into good clean habits. The man of good character has courage and will power; he is ambitious yet patient, sincere and firm yet kind, modest and unpretentious.

### HONESTY

If we are to minimize litigation and create the greatest stability in business we must have honesty. That a man's word is as good as his

bond should be the rule rather than the exception. The purpose of a written agreement should be to serve as a permanent record of an honest understanding, rather than as a means of protection against dishonesty. When the business man lives up to his obligations in this respect, greater confidence will be inspired in the business world. Credit will be extended to the very limit. Business will be transacted without suspicion, without misrepresentation, without one taking advantage of another. There will be no opportunity for the salesman who is tricky. There will be no partiality; no subterfuge; no unfair competition. Good value will be received in every case. The salesman must be a factor in maintaining such a condition. He can not afford to do otherwise since dishonesty may make his first sale but will prevent his making another, and the law of diminishing returns will work overtime against him. Honesty—the best policy—is a good business proposition. Successful selling is largely a matter of pleasing and we can not please unless we are honest.

#### KNOWING WHAT WE SELL

Assuming that the salesman has a reasonable degree of intelligence, next to character and

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honesty it seems natural to place knowledge of the goods or proposition which one is to sell. If a salesman expects to interest any one in the goods or articles which he has to sell he should know all about them. Knowledge of every detail of manufacture from gathering the raw material to turning out the finished product should be at his command. The story of the manufacture of almost any article is interesting to one who does not know it. The designer or engineer has a very good reason for every piece or part and the arrangement thereof in his automobile or tractor. If we are selling leather we can get volumes of valuable and interesting information on Morocco, pigskin, lizard, alligator, walrus and other kinds. We should know their differences, the classification of leather, preparation for tannage and tannage itself. We should know chamoising, currying or dressing, dyeing, facts about quality, substitutes and their preparation,—everything. If it is cement or plaster we should know it from the time it leaves the quarry in the form of rock until it is carried along the belt into the railroad box car. It is important to know what points in the article will please the customer; what the customer usually looks for in the goods. If it is a traveling bag the customer

will want to know that it opens wide, keeps its shape by having wide gussets; that the clasp opens and closes easily yet will not burst open, that it has good leather, good lining, is well made and will wear well, that it has good inside pockets and is in every way suitable to the use intended.

Knowing the details of the articles of one's competitors is almost as important as knowing the details of one's own proposition. Every buyer is a man of comparison. In his examination he has in mind some other similar article that he has seen. Knowing the competitors' products gives the salesman the opportunity to prevent argument by anticipating the objections of the buyer; raising his objections for him and answering them. I, as a salesman, should know that the cost of my insurance is less per thousand than that of my competitors for the same protection. If the car which I am demonstrating will climb the Rockies without overheating better than other cars will do it, I should know this. If the tractor which I am demonstrating will do certain necessary work better and at less expense than other tractors will do it, I should be aware of this.

Mr. Opdycke in (*Shaw's*) *Advertising and Selling Practice* has this to say:

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“Knowing the goods is a heavy requirement. It implies that the student must be a student of production and of all the processes brought to bear upon the raw materials until they become the finished article of sale. If it is a piece of wool, he should know it from the sheep ranch to the merchant’s display cabinet. More than that he must know what reputation a certain brand of woollens has made for itself; he must know the relation of weights and measures to qualities; he must know how to display even an ugly garment in an attractive way. There are salesmen who can hold a piece of silk over their arms, draping and plaiting it with magic swiftness, in such a way as to display all of the possibilities of shading and flexibility of texture, and they can accompany the demonstration with an intelligent and interesting talk about the commodity.”

### KNOW YOUR MAN

Do you know men and how to deal with them? Business brings us constantly in contact with men, negotiating, describing, appealing, getting them to reason our way. Every hour of the day we are meeting them, taking up the details of business in which there is mutual interest. Living and doing business necessitates our being constantly in touch with one another. How very important therefore that we know men. By being thrown into contact with them we are



bound to learn much about them. We can learn much also by a study of the writings of those who have made a scientific study of man, such as the psychologist and the character reader. In a later chapter on The Buyer much will be said about man in general and how to deal with him in business.

### THREE CONSTRUCTIVE QUALITIES

Next in the order of importance to the salesman we might mention the qualities of resourcefulness, originality and initiative. These qualities well developed may place the salesman in a class by himself. The resourceful salesman has his situation so well in hand that every means to which he may resort in order to meet a condition, is at his command. All of the circumstances of which he may take advantage are known to him, because he has searched, and studied and found them. If he is original he is able to take the information he has gathered and accomplish things in new ways, different from the ordinary. This gives his work distinction and individuality. It separates it and the salesman from all of the other work and all of the other men who do things in the usual way. Initiative gives him the driving force to go

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ahead and do without having to be led. It directs him to act without depending too much on the instructions of superiors. Instead of depending on his superiors, they are depending with full confidence on him to meet situations as they come up. Resourcefulness gathers the knowledge of the thing to do and the means of doing it; originality causes it to be done in a new way; and initiative directs the doing on one's own responsibility. The man who works like a machine doing only the things he is told to do, and as he is told to do them, is well qualified in this way to be a locomotive engineer, not a salesman. He should be working by train order.

### KEEP ON "POUNDING"

The qualities of persistence and determination require unusual exercise of the will. Tempered with good judgment and tact they are the qualities which intensify our personal selling to the most effective degree. They make the sale if it is possible to make it. A salesman may have a good number of the other qualities of a successful salesman, but without persistence he will fail. He will give up too soon. With persistence he will win. This is the quality which makes one try again, and again, and

again, and then once more. Can any other quality worth more to the salesman be mentioned?

#### DOING ALL AND DOING IT WELL

Thoroughness! Do we grasp its full meaning? Doing all, everything there is to be done, and doing it well,—that is thoroughness. Many men even in business have never been able to grasp the meaning and value of thoroughness. They have not realized the importance of getting to the depths of the problem before them. All of the facts have not been gathered carefully. Decision was made on findings and evidence that were uncertain, involving too much guessing. The importance of looking after details was overlooked. Matters which were started were not properly followed up. If we will be thorough we must think carefully; learn first what information is needed and obtain it; what is to be done and do it. If a salesman is to make an adjustment or an investigation, his work must be complete. His solicitation should be thorough, selling every dollar's worth possible and yet not overselling. His prospective business should be kept well in mind and carefully followed up. Thoroughness is partic-

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ularly important to the salesman whose visits are infrequent. Dealers have a custom of using, sometimes for years, a certain brand, advertising and promoting it alone. They become attached to the brand and the company which sells it. To convert them to the use of another brand requires unusual ability. There may be no advantage in price or quality. These situations require, with patience and perseverance,—thoroughness. Much must be accomplished during the call, and much thought must be given each case between infrequent calls. Knowing the attitude of every customer, how favorable or unfavorable he may be, and of every prospect, is most important. Taking advantage of the knowledge which we are able to gather with study, keeping the office advised for proper cooperation, and carefully following up each case, is thoroughness.

Very good results can be obtained by writing letters to those who have made promises or are apt to make them, and to those who for other reasons seem to be good material to work on. The salesman can do this best by carrying a folding typewriter and a supply of company stationery. Carefully kept memoranda will enable the salesman to determine when to write and what to say. Well written letters of this

kind are effective. I have seen them secure new customers, and help secure many others. Buyers appreciate unusual effort and energy properly directed. Among salesmen, letter-writing of this kind is unusual and original and therefore appealing.

#### GOOD JUDGMENT

In the group of requisite qualities, judgment would seem to come next in importance. According to the dictionary, it is the faculty of judging or deciding; the mental power concerned in the formation of a decision; hence the faculty of deciding correctly. Good judgment—the master quality of the successful business man! Great because it comprises so much. It requires knowledge; knowledge of goods, of things human, of the details of making the sale, of the point of view of the buyer, of everything associated with the thing to be judged. This knowledge must be as complete and true and relevant as the evidence of our courts, and the judgment as carefully passed. There is no jumping at conclusions, no guessing. There are thoroughness, examination from every angle, careful weighing, careful selecting and eliminating, true understanding.

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Every manufacturer will have respect for the salesman who has good judgment. This salesman's recommendations will carry weight. The business day is a day of judging, of deciding what is the thing to do in the many different cases presenting themselves hour after hour. What a valuable faculty to develop!

TALENT IS SOMETHING, TACT IS EVERYTHING

Following judgment we might well mention tact as next in importance among the salesman's qualities. W. P. Sargill has said that "talent is serious, sober, grave, and respectable; tact is all that and more too. It is not a sixth sense, but is the life of all the five. It is the open eye, the quick ear, the judging taste, the keen smell and the lively touch; it is the interpreter of all riddles, the surmounter of all difficulties, the remover of all obstacles." It is the ability of saying and doing exactly the right thing at the right time. Like the governor on an engine it keeps the salesman going at the right speed, warns him when he is going too far, keeps him from saying and doing the thing that may do him harm. When a customer is busy, tact says, "Wait!" When his frame of mind is not favorable it finds the circumventing way. When

the tendency to approbation is pronounced it prompts him to pursue this tendency. If benevolence, or cautiousness, or conscientiousness should be appealed to tact comes into play. If the buyer is irritable tact finds the way to make him smile. If he is bluffing it will bring him without offense to sincerity. It works well over the stubborn and the impolite, over the brag or the know-it-all. It is an antidote for maliciousness and pessimism and suspicion.

## WELL CHOSEN ENGLISH

Of the many gifts which the salesman may possess, or qualities he may develop, the most convincing and deep reaching is that of being able to use good, pure, forceful English and convey it in a well-trained voice, with perfect articulation. Good English fits in everywhere, appeals to every one, cloaks a multitude of negative qualities, is entertaining and pleasing, and commands respect and interest. With it the orator, and the writer, and even the advertiser, sway millions. A lifetime might be devoted to this subject alone; hence the necessity of giving it thorough consideration. Any salesman can accomplish much toward perfecting his English by proper study and practise.

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By all means let the English be good enough to convey our proposition to those whom we expect to sell, in clear, forceful and pleasing language. The character of the trade solicited may make this element of much greater importance in the list of the salesman's qualities than it is given here.

### MEMORY IS POWER

One of our early writers spoke of memory as the "cabinet of the imagination, the treasury of reason, the registry of conscience, and the council chamber of thought."

The mind has both a conscious and subconscious field. Back in the subconscious field we store every idea, sensation, impression or act to be recalled at some future time on account of desire, association, need, distress or other possible cause. In our study of the buyer in the next chapter we shall learn the importance of the association of ideas and of the will in memory; of proper attention, etc. The laws of memory and the methods of improving it will be taken up at that time.

Remembering the name should be cultivated by the salesman. The ability to call a man's name whenever and wherever we may see him



is appreciated and has a good effect. The effect is spoiled, however, unless we give the name correctly. It is important to register the first impression of the name correctly by getting, if possible, the spelling and pronunciation; repeating the name and associating it with the person while we talk with him and after we leave him. Much of the work of memory can be taken care of by carefully kept memoranda, yet innumerable occasions will present themselves when the salesman will be required to exercise memory when records and memoranda are not available or when they can not be resorted to.

I have found it difficult to have salesmen realize the importance of the proper pronunciation and spelling of a name. Salesmen's reports should be the most dependable records of the office. The sales manager will not easily forget the embarrassing experience in sending out correspondence to "Dear Mr. Lourdes" instead of "Mr. Luers." What might have otherwise amounted to a good personal letter is now made flat and weak because the name is incorrectly given. And if the given name is "John," let's have it "John" on the reports and not "James,"—a detail just as important.

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### IMAGINATION—THE PICTURING POWER OF THE MIND—THE GREAT CONSTRUCTIVE FACTOR

Before an artist can succeed in crystallizing a great picture on the canvas, his mind must work out vividly every detail of form and arrangement. Before the inventor can succeed, he must first picture mentally his machine and its parts, then draw them, and finally prepare his model. A vivid imagination is a great constructive power. It helps to plan the sales policy; brings before the mind the situation with which the salesman and sales manager must contend; the territory, people, article or goods and other elements. It enables the salesman to place himself in the position of the buyer, to gain his point of view. We shall find later how we can imagine sounds, smells, tastes and other sensations without the aid of external sensory stimuli. We can see things entirely through the mind's eye. A well-trained and well-controlled imagination is very valuable to the salesman.

#### KINDLY CONSIDERATION

Thoughtful, intelligent people have no respect for the malicious critic, he who tramples on the

opinions and beliefs of others. The political, religious and general beliefs and opinions of others should always be respected. Criticism of others on account of their appearance or peculiarities should be spared. These little poisoned darts of comment may strike the vital spot of one for whom they were least intended. Let us try to carry only favorable criticism as we sell, even—or particularly—in references to our competitors. If a special occasion should call for comment let it be fair and respectful. Let these matters be treated delicately. We shall help to make the world a better world to live in if we always have due respect for the other fellow. If his religion is his consolation let him worship as he pleases. Give him a contribution toward his church even though you do not believe as he believes.

#### WASTEFULNESS ONE OF OUR WEAKEST SPOTS

Mr. Edison adds to this, “that the time has come when any man who lays claim to business ability will have to keep the question of waste before him constantly.” We are watching our credits and collections, and our buying. We must watch for waste in our selling. It must be minimized. We can not afford to take or-

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ders at any cost, looking for tonnage only. The expense account must be kept in mind. How much is it costing us to get this business? Is it going to help dividends? Are we getting it as economically as possible? Is our route sheet planned to secure the minimum of expense? Am I getting the most out of my limited time? Can I not get along without all of these cigars and all of this entertainment? Am I spending the company's money as I would spend my own? These are some of the questions which we must decide for ourselves. Restraint and economy are excellent practises, very highly regarded by employers.

### SUMMARY OF QUALIFICATIONS

Charles Lindgren in *The New Salesmanship* says: "With intellect and emotion and fair activity we have an excellent salesman. The salesman well balanced in these faculties is ideal. He can change from mood to mood, emotion to emotion, thought to thought, with the facility of a moving picture. One moment he is grave, the next gay; another moment he is convincingly firm, the next moment diplomatically yielding. Another moment he is outpouring a perfect torrent of argument, the next he is

so persuasively soft and low that he thrills his hearers with a pleasurable emotion"—a description which may seem a little idealistic, yet undoubtedly is true in a general way to actuality.

Mr. Nathaniel Fowler in *Practical Salesmanship* summarizes the good salesman's qualities in this way: "The proficient salesman knows his goods, has the ability to describe and talk, has a general knowledge of business principles, has a working familiarity with the methods of his competitors, has the ability to talk something besides shop, and the ability to diagnose a customer, has a good disposition and has the ability to please the customer as well as the concern."

I would add that he must be a thinker, a right thinker, like the boy who told Mr. James J. Hill that his order was wrong. The thinker is the constructive man, the one who sets up new standards, finds new ways of doing things. He is the inventor, the lawmaker and the successful business man. As a well-known Chicago lumberman said before a salesman's convention of the Southern Pine Association in St. Louis, "If he (the salesman) is going to exchange a standard commodity for cash, intelligently and at a living profit, he will have to think to do it,

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and he must think in capitals, for to-day industry and perseverance, admirable qualifications as they are, are quite as likely to lead their possessor to the poor-house as to success. He must put his thinking machine in high gear and keep it there all the time to keep pace with his competitor."

Unless the salesman thinks, his collection of good qualities will be as useless to him as a factory without a manager. The mind must be constantly in action, thinking, comparing, deciding, reasoning,—carefully and correctly. Proper thinking will increase the salesman's market value in the business world.

"You want success," quotes Doctor Blackford from some unknown but wise author. "Are you willing to pay for it? How much discouragement can you stand? How much bruising can you take? How long can you hang on in the face of obstacles? Have you the grit to try to do what others have failed to do? Have you the nerve to attempt things that the average man would never dream of tackling? Can you cut out luxuries? Can you do without things that others consider necessities? Can you go up against skepticism, ridicule, friendly advice to quit, without flinching? Can you keep your mind on the single object you are pursu-

ing, resisting all temptations to divide your attention? Have you the patience to plan all of the work you attempt; the energy to wade through masses of detail; the accuracy to overlook no point, however small, in planning or executing? Are you strong on the finish as well as at the start?" Vital questions, these, to one who seeks success in any line.

If the man with a drab personality is making good and another with a brighter and better personality is failing, there is a reason. The strong qualities of the one far outweigh the weak. The salesman who seems to measure up to requirements but fails in his work is weak in some vital part. He may not have the perseverance. Possibly he is not well enough acquainted. He may be obnoxious for want of patience. He may lack good judgment or tact. Some important detail of personality is negative or wanting. These little details of personality are like the jewels in a pin. They must all be there in their place or a negative effect is produced. If one little jewel is gone its absence reflects on all of the others. So it is with the salesman, he is at his best when all the positive qualities are present acting in harmony. His mind then calls into play each of these qualities as it is needed. If it is cheerfulness, out

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goes the warm and vigorous hand for the handshake, and the natural and friendly smile. If it is the exercise of judgment, it is a good and dependable judgment. If it is determination, it is the calm and cool determination which does not antagonize. A carefully thinking mind is directing every move, watching, questioning, driving one point and then another, using all of the power of the personality to get results. Knowledge, personality and action are the trinity that means success in selling,



## CHAPTER II

### THE BUYER

THE buyer is a very important factor in the business world. According to the support which it obtains from the buyer, business stands or falls. Collectively he regulates the markets of the world, representing the universe of consumers. The individual, family, corporation, special group, farmer, business or professional man, college man, the girl graduate or bride,—man, woman and child in every class are represented in the buyer. Every one is at some time a buyer, for if one will live one must buy.

Stability in business demands that the relation between seller and buyer be of mutual advantage. The resulting constant demand from the buyer offers an attractive field for the seller which results in competition, very keen at times, always keen enough to require knowledge and experience of the highest degree in order to survive in its wake. Since the buyer is the channel through which the dealer must work; since the volume of sales, frequency of

turnover, and consequent amount of profit depend on him, it can be seen how important is the study of the buyer. If the seller is to obtain his share of the business of a community he must be sufficiently acquainted with the buyer to know how to appeal and persuade to the point of action.

How shall we study the buyer? When I was learning to drive a car an instructor was sent to give me the elementary ideas of operation. At first I did not get along very well because the instructor worked something like this: "Push down on your left. Now release your left and down a little on your right.—Push that lever forward and press on your right.—Push this and pull that, and turn this and turn that."

"Now wait a minute," I said to this fellow. "Just let me know a little of what I am doing here. What is this lever that I am pushing, and what is that pedal and that rod, and just how do they work?" We rested for a while and he explained the gears and their different positions, the accelerator and its effect on the engine, the release clutch, the differential, transmission, spark and gasoline feed and their functions. After that I learned to drive because I understood the reason for each move-

ment and the effect it had on the operation of the car.

We sales managers and salesmen, and others interested in the different branches of selling, have the problem of getting the buyer to work as we would have him. We have a lever to pull here and an accelerator to push there. We have the problem of persuasion and of effecting volition or action; of getting him to buy our goods. Are we not much like a man learning to drive an automobile? Will we not handle this driving, or leading or persuading or action-producing proposition much better if we know the nature of the buyer's engine, his different control levers, his carburetor, his transmission and differential?

Man physically and mentally is constituted the same, wherever he may live in the civilized world. He has the same kind of body, the same kind of nervous system, the same senses, instincts, feeling, in general the same desires, habits, interests and emotions. He has a mind endowed with powers of perception, memory, imagination, reasoning and willing. Since these characteristics are common to man, let us for the sake of simplicity select in our mind an individual buyer and examine him. What do we find? We find that the body of the buyer

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is the instrument through which the mind exercises its functions. Like a very complex and intercommunicating telephone arrangement is the nervous system with its central office the brain at the top. The brain is a mass of white matter with gray embedded in it. Covering its folds and fissures is the very highly sensitive cortex, below which, and embedded in the white is the gray matter which constitutes the sub-cortical centers, or junction-like apparatus of this telephone arrangement, connected by nerve fibers with the cortex. Another important part of this arrangement is the trunk line called the spinal column which is connected also by nerve fibers with the brain and with the muscles and surface of the body at myriads of points.

### THE SENSES AND THE NERVOUS SYSTEM

Directly connected with the nervous system is that wonderful camera, the eye, which takes pictures automatically of objects which are presented to it. The samples which we carry, the automobile which we are demonstrating, the goods which are on display in the store or window, are all photographed by the eye when they come within its range. The salesman himself and his movements and appearance are pic-

tured by the eye and through it make impressions favorable or unfavorable. Connected also with this nervous system is the ear whose drum is thrown into vibration by different sound waves which produce a series of movements resulting in excitement of the auditory nerve. The words of the salesman, the ring of metal in an article, the tone of an instrument, the sound of a motor, all come to the buyer through the sense of hearing. And so the nose with its olfactory nerve receives the sensations of smell and, with the aid of taste and touch, interprets them for the buyer. Many an article such as drugs, teas, coffees, perfumes, fruits, which have their characteristic odor, is purchased with the aid of this convenient sense. The power of touch reaches to every part of the body's surface. It too is a powerful aid to the buyer in determining the character and quality of goods or articles which he examines. Taste, centered in the tongue, is assisted in its work by smell and touch, the smell of the onion having much to do with its taste. Certain other sources of sensation have their peculiar nature. The cutaneous sense, as the name indicates, is centered in the skin where three distinct sensations are found, those of pressure, heat and cold, and with them certain others which are re-

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lated to the organic sensations mentioned later. The muscular sense enables the buyer to determine the position of his body or its members; to know when he is walking or pushing, moving the arm or head, lying, standing or riding. Finally the buyer has the sense which enables him to determine the states or conditions of the bodily organism itself; tells him of pain, over-exertion, hunger, thirst, headache, nausea, and other conditions. The general tone of feeling of the buyer depends on them.

Here in the senses, you see, we have the very sources of action in the buyer. He must see an article, or hear it described, or taste it, or touch it, or he must have the muscular experience of riding in it, perhaps, like in the automobile. Something takes place right here in the senses, in one or more of them, to start the buyer on the way to a purchase. And the more of these avenues to the brain we use in appealing to the buyer, the greater the cumulative effect. Watch the man who examines wine. He is charmed with its color; the taste he can not forget; the smell brings him to the vineyards of France. His impression of this wine has come through three different reinforcing senses each supporting the other, the combined effect of which is the greatest possible.

## MUSCULAR RESPONSE

Muscular response is an important endowment of the buyer on which success in selling largely depends. The nervous system provides a very flexible and well-organized scheme of muscular response, connecting the sense organs with particular muscles giving ready and accurate communication. If the buyer is conscious of action both the subcortical centers and the cortex itself are involved. An illustration, the presentation of an object of sale, or an oral statement produces a muscular response of some kind when presented to the organs of sight, or hearing, touch or smell. Some of this response is controlled by the will and some results from physical and mental habit. What does this mean? It means that every one does certain things after deliberation and certain other things without thinking, as we say. A suggestion of some kind makes one act before one has considered the consequences. If the results are favorable we never hear anything of it. If the step has resulted unfavorably the explanation is: "I did it before I realized what I was doing." Having an article that we know will please, will fill a need or want, it is good salesmanship to take advantage of this tendency

to act before thinking, by means of suggestion, the shortest route to this so called ideomotor action. Many people can not think without effort and others will not. Good salesmanship does the thinking for them in the simplest of language, the suggestion in word, in picture, in the arrangement of the article itself as in display, or otherwise.

#### MENTAL EQUIPMENT

Thus far we have been dealing with what the psychologists designate as the buyer's psychophysical equipment because it involves largely his physical organism which is the basis of all his mental operation. In addition to this the buyer is supplied with certain mental equipment which is of the utmost importance in acquiring knowledge and in governing his many and various mental processes. First, and important from the very beginning to the end of the mental operation of making the sale, is *attention*. It must be obtained and held; held constantly until the buyer finally wills to purchase. There is *sensation* coming over the different sense organs, to a large extent the raw material of the thinking process. Then there is the power of recognizing and interpreting



what we see or hear or smell,—*perception*; the consciousness of objects presented to the senses. We perceive an automobile, or cash register, or a bolt of silk, or a sack of sugar because in our past experience we have come to know them as such.

The next step after perception in which the buyer acquires knowledge is through the *imagination*. All of the conscious processes of the buyer have to some extent an influence in the determination of the activities of his later life. Imagination is the consciousness of objects which are not presented to the senses; seen in the mind's eye only. The buyer can imagine sounds, and smells, tastes and different kinds of touch without the aid of any external stimulus. Yet imagination must have something internal to work on, this something being all of the objects that have previously been perceived and placed back in the chamber of memory. The buyer could not remember a tractor if he had never seen or heard one described. It is these images, therefore, that give the buyer the mental mechanism for looking forward or backward in the mind. The images remain for future use in acquiring knowledge. They could not remain were it not for memory.

Buying is a part of the activities of the later

life of every individual. It is therefore a part of the work of good salesmanship to see that the ground work of these activities is properly established in the buyer, in personal selling, letters, advertising and display. More specifically, it is necessary that the salesman or advertiser establish in the mind of the person whom he solicits, certain images or mental pictures regarding his company and his goods and their uses, which images will then become the content of the buyer's thought when later occasion demands recall. Successful salesmanship really takes root here in the buyer's memory and imagination. The cumulative value of all selling, personal or advertising, depends on the number and character and vividness of these mental pictures stored up in the buyer's mind by the skilful salesman or advertising man.

#### MEMORY AND ITS LAWS

Memory plays a little game all its own. Let us see how its laws work generally and perhaps we can reverse the situation and take advantage of these laws in making our impressions or mental pictures on the buyer's mind so that they will be lasting; so that when he thinks of

cereal, for example, he will have an immediate and vivid mental image of some definite brand or trade-mark. There can be no cumulative value to salesmanship; no establishment of good will in business without the aid of memory. Let us examine its important laws.

Many ideas enter the mind singly or alone; many others enter in groups, simultaneously or one shortly after the other, connected or related as though the impression they make is recorded on the same sensitive surface, the cortex of the brain, as is the single impression. Some impressions reach the brain through the eye, some through the ear, some through the other senses, or through more than one of the senses at the same time. This results in what is called association of ideas, so closely interwoven that the representing of any one idea tends to bring up all. This association therefore does the work of aiding in recall; makes it easier;—gives it a much wider field for stimulation. Trying to recall but a single impression or idea as compared with an associated idea, is like trying to fish with a single hook instead of a net.

The will is largely instrumental in the development of memory, attending to the making of a well-formed impression, getting it clear and

distinctly imprinted, seeing that proper attention is given; all of which divulges the secret of memory. Attention imprints on the brain the size, color, shape, peculiarities and other details. The will directs the making of the impression by seeing that the stimuli come from every possible medium; through the eye, ear, nose,—bringing reinforcement wherever possible. The will sees to it that the laws which govern memory are carefully followed. If it is found most satisfactory to remember by sounds, the will provides a good supply of sound phantoms for use. If memory is made most effective through sight, then well-framed and vivid pictures are imprinted on the brain with every idea to be remembered. If it is a person, the face and form and peculiarities will be carefully absorbed. The eye will be worked to full advantage because it is through this organ that the greater number of impressions are received.

The seller can improve the memory of impressions he registers on the buyer, by making the buyer's eye an observing eye that will grasp details. By suggestion, the ear will be made to detect the finest differences of tone. Similarly the taste will be trained to the delicacy of that of the tea-taster, and the touch to that of the

blind. It is a law of memory that training and development place one's recording instruments in condition for doing a good job of mental engraving. The buyer is not interested in training his senses to assist in retaining the impressions of the seller's goods. The seller can, however, by subtle suggestion, produce to an advantageous degree the desired effect.

Memory can be strengthened by conscious revival of an impression; repeating it mentally or aloud or seeing or hearing it repeated, thinking about it from time to time. Another device which aids memory is rhyme, often demonstrated in the use of jingles. Another device is abbreviation. Nonsense syllables or words composed of the first letters of names that we wish to remember especially in their order, are effective; G-W-C-S-C-O-C representing the names, Glenarm, Welton, California, etc. Knowing the meaning of what is to be remembered is important. Many people have a good memory of numbers. Dates and numbers, such as telephone numbers, can be associated with certain things to good advantage.

In selling, therefore, let us get away from the single idea like the monotonous, stereotyped, never-changed advertisement for example, and associate in its stead ideas that will give the

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strength of unionism to the suggestions which we present to the buyer for his memory chamber. Every company has its material for this purpose. It may prove to be age and reliability reflected in years of service. It may be size in some of its forms, magnitude of production or number of employees or plants. It may be unusual scientific methods of manufacture. It may be immaculate cleanliness, unusual transportation facilities, courtesy, or it may be preferably a combination of these or other qualities that lend themselves very effectively for valuable, and lasting, and recall-producing associations. The salesman and sales manager must work together to establish these associations. Everything that the salesman says or does should make a favorable impression. Everything that he represents regarding his company and its product, every service that he performs or has his company perform should be done in such a way as to have its good effect in the cumulative results to be produced.

I am trying to establish the name of my company in this territory as standing for the best of everything. I want the buyer to have a high regard for its name and everything associated with it. I have therefore insisted on having good offices, well located and well furnished,

The stationery which my company uses is of good quality and appearance; and I want the material that goes into its letters to reflect the best when they reach the buyer. I want salesmen with personality. I want the very highest quality in my product. I want my service to mean something special and distinctive to the buyer. I want him to have a high regard for this company's cooperation. Above all I want him to feel that he is doing business with a company that is honest, having his interests at heart as well; and that he can depend on it at all times to give him the very best of everything possible. All of these things I want reflected by my salesmen. Striving for the best in every detail is bound to produce in the buyer associations that will be of permanent value, growing stronger as the years go by.

Again in selling we will try to get the will of the buyer in action in our behalf. If the will is instrumental in the development of memory let us have it exercising in our favor, interested, cooperating, boosting our goods, and feeling that the return to him, the buyer, is worth while. With a favorable will impressions engrave themselves the deeper, and the company concerned and its product become the monarch of the selling field. Every little friendly word or

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act will make the impression stronger. And the value of repetition should not be forgotten, presenting each time in different dress if possible, and making the appeal through all of the avenues to the brain, the different senses. When sales are not made on the first call, the good will produced is based on memory. Something must be done to make the buyer remember the salesman, his goods and his company; the impression must be clear and favorable, becoming stronger and more fixed with each visit or advertisement.

### COORDINATION OF KNOWLEDGE

Through what is called conception, the buyer is able to recognize and employ the meaning of things that are presented to the senses. Without this ability perception would be useless, and memory would be only confused; the buyer could not recognize the meaning of what is presented and remembered. And so the imagination would be a failure without this ability to give meaning to the images that fill the mind. Conception brings together the common points of our many experiences and consolidates or molds them into ideas, which become the mileposts in our thinking, to do the work of hun-



dreds of other ideas. It is the classification of percepts and images into what are called concepts. We form concepts of buyers, goods, color, sound, position, time, good and bad, price and quality. We are comprising in the concept the qualities common to all. The concept is the buyer's comprehension of goods from all of the goods he has ever had presented to his mind; of one tractor from all of the various tractors; of one color from all of the hundred and fifty different shades he has seen in the past. The buyer is constantly forming concepts; he is forming new ones or enlarging or enriching the old. The successful salesman must keep pace with him by enlarging and enriching the concepts he has of the things that he sells. His concept of motors must be broad, enriched by wide experience and knowledge of motors of all kinds. Concepts which remain at a standstill become petrified; bring the buyer and salesman into narrow paths of thought and work, and make each inflexible and firm in his "old-school" ways.

#### THE PROCESS OF REASONING

Although there is an elementary form of reasoning in all of the buyer's mental processes

there is another higher and more complex form of reasoning which gradually unfolds to him and others what he has in his mind. This complexity, reasoning, involves perception, imagination, memory and conception all at work thinking out problems of sale or purchase. The process of reasoning becomes organized and simplified by mental habit. For example, the problem of ascertaining whether a profit exists calls into play certain methods of determination like taking paper and pencil, figuring the wholesale cost, the cost to handle, the retail price, depreciation, possible turnover and other details. Education and experience have made this process practically the same whenever the matter of profit is to be determined. It is what is called judging. It puts the buyer's concepts of wholesale price, retail price, turnover, profit and the like before him and judges them, weighs them, compares them in figuring a possible profit. Judgment is therefore the very root of one's thinking. To think is to judge. It is another mile-post in the thinking process of the buyer. The salesman who will be successful will keep in mind the importance of good dependable judgments which will carry him through many a problem with satisfaction rather than embarrassment. He will have a

knowledge of his own company and its products, and be sufficiently acquainted with the needs or desires of the buyer to help him in passing a favorable judgment on the salesman's goods or proposition. He must be able to anticipate the mental processes of the ordinary buyer, take paper and pencil, so to speak, and figure for the buyer the different costs and other details in which he may be interested. He must be adept in making it easy for the buyer to pass judgment in his, the salesman's favor.

The final step in the reasoning process of the buyer is the combining of his judgments to form the various types of reasoning. The salesman comes into the retail store and wishes the buyer to purchase a new line of young men's college-cut suits. The retailer is in a western city, surrounded by an agricultural community, from which he draws most of his trade. This requires the weighing of arguments for and against the salesman's suggestion and a final decision in favor of one or the other alternatives. On the one hand the line of clothes is novel in design and will attract a certain percentage of the young men of the city who have never done business there before. On the other hand the store is not

equipped for satisfactory display of this style of clothes; has been catering largely to the surrounding country trade, and can possibly do better with a line that is more conservative, better adapted to the needs of its regular customers. Here we have reasoning involving a series of judgments. There is association of ideas, one idea calling another into play. There is comparison, of styles, of probable trade. Imagination is brought into use in picturing each alternative and its results. Every form of reasoning may be involved. To compete with this highest form of reasoning in the buyer, the reasoning of the salesman must be sound. His concepts, and his judgments must be proper. He must have his storehouse of associations, his means of comparison, like the goods of his competitors. Planted in memory must be an abundance of material for playing on the buyer's imagination, on his feelings, interests and other impulses. That is why in another chapter we ask the salesman to know his company and his goods, and his competitor's company and goods,—knowledge as important as is knowledge of the buyer himself.

#### FEELING AND FEELING-TONE

Feeling represents and expresses the tone of

the buyer's consciousness. Sensations of sight, pressure, movement, smell or taste are accompanied either by pleasure or discomfort. What is at one time agreeable may become disagreeable, and what is disagreeable may in time become agreeable. Then between the pleasant and unpleasant we find the neutral. This phase of consciousness which brings pleasure or displeasure is called affection. The manner in which it is represented or expressed is called feeling or affective tone. How about it in selling? Isn't it most important? Every good business man strives for that which will produce the best in feeling-tone. Whatever appeals to the eye must be most pleasing to the eye; whatever appeals to the ear must have harmony and quality. Movements, such as riding in the automobile, must be made as pleasing and agreeable as possible. Odors must be those that produce agreeable associations. Good feeling-tone explains the reason for demanding the good qualities in the salesman enumerated in another chapter; for the demand that character be reflected in everything associated with the company's name; for what is natural, and attractive, and harmonious and agreeable in advertising; for proper stationery and form in our letters, for good store fronts

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and good appearance and display within. The importance of good feeling-tone explains the universal practise among successful modern business men of constantly trying to please in business.

### INSTINCTS

In the structure of the buyer are elements which are so deep-seated that growing from them are many of the physical and mental habits which govern his every action. The motor powers, the reflexes and the instincts are the means by which the human organism directs its own movements and controls its destiny. Certain very definite tendencies are born into man's very fiber and have much to do with his life from birth until death. They comprise types of conduct which have been found through the ages to be beneficial to human life and are handed down from generation to generation. All human interests, forms of human desire, and types of human emotion are founded upon these instincts. Some are hereditary and others are acquired. No two authorities seem to be agreed on the number of these instincts. Among those which we find mentioned are: acquisitiveness, affection, anger, constructive-

ness, curiosity, envy, fear, hunting, imitation, jealousy, modesty, play, rivalry, sexual love, shyness, sympathy, sociability, secretiveness, self-preservation, self-abasement, self-assertion, and reproduction. We shall discover later that the very strongest appeals in selling are the ones made to these instincts whether it be in personal selling or advertising. Springing from them are the vast groups of human interests, human emotions, human desires and habits which constitute the complex and illimitable sources of appeal to the buyer. Everything that is sold can be traced in origin to the fact that it makes its appeal to one or more of the instincts. In personal selling, writing, advertising, or display we find, as we shall see later, the experienced man keeping in mind these instincts in his every selling move.

#### THE APPEAL TO THE EMOTIONS

Unusual exercise of the emotions makes one tremble or grow pale, and the heart palpitate,—the symptoms which distinguish emotion from other mental processes. Anger, embarrassment, pity, joy, surprise, derision, contempt, reverence, hope, remorse, gratitude, shame, disgust, etc., may be classed as forms of emo-

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tion. This morning a blind man accompanied by a young woman sold me tickets to his lecture by appealing to pity. The "Greatest Mother on Earth" makes her appeal to pity and reverence and love, a strong appeal indeed reflecting great selling ability to those responsible for its use. Mr. Hoover's appeal for thirty-five million dollars will be a success because it is directed to the emotions.

There is a close relation between feeling and emotion. Some states of feeling like sympathy, antipathy, pride, humility, love and hate, the feeling of obligation, reverence, faith and others, often have strong emotional coloring depending on the inherited tendencies and previous personal experience of the individual. To the person musically inclined a well-played symphony may be the cause of delightful emotion; to another it would mean nothing. It is necessary only to add regarding emotions that if there can be discovered in our proposition or product the characteristics that make their appeal to one or more of these emotions, one of the most powerful means of obtaining action has been reached.

### TASTES, CAPACITIES AND INTERESTS

In selling we can not overlook a group of ten-



dencies and interests of the buyer which are often as strong in their impelling force as the instincts themselves. One buyer is a lover of music, another of literature, another of business. I have in mind a lumberman who enjoys writing for the trade papers, and another who likes his race horses fully as well as his business. I was at lunch a few days ago with a dealer who talked much of the accomplishments of his wife, and enjoyed being encouraged to give vent to his appreciation. I have in mind also the great group of interests which are in a large measure common to all men; the individual himself and his welfare, his home, family and business. In a later chapter we shall see how the appeal is directed to these interests in making the sale.

#### DESIRES AND THEIR EFFECT

In desire there is the feeling of want and the impulse to get it satisfied. Accompanying the desire there will be either a pleasant or a painful feeling. It may be the feeling of pleasure in anticipating, in trying to accomplish. This impulse accompanying desire is what leads to action in the buyer. Many of these desires are accompanied by thought or reasoning and are

called rational, while others spring from sheer impulse alone as in hunger or thirst. All of the desires which we may have can be separated into two groups, the selfish or the altruistic; obtaining for our own benefit or giving for the benefit of others. Look over any good advertisement that was ever written and you will find somewhere in it an appeal to one or more of the desires. Listen to the selling talk of any experienced salesman or sales manager and you will find in it an appeal directed to the impulse to satisfy some feeling of want or need.

#### THE IMPORTANCE OF HABIT

Habits begin to form in the gratification of simple bodily needs such as hunger and thirst and protection from the weather. We dance, play golf, drive the motor, after learning to walk and talk; and otherwise we extend the number and character of our movements. At first, careful mental control is necessary, but later the habits become almost automatic, permitting the grant of attention to other matters while we perform them unconsciously.

Some people form habits easily and overcome them easily. Others form them slowly and change them just as slowly, a bitter lesson

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sometimes learned by the advertiser. Sometimes they are formed unconsciously, sometimes wilfully and often through the direction of others. Existing conditions will form or change them. They are most satisfying and lasting if they are natural. Not many years ago our business men had the habit of keeping their cash in an old drawer behind the counter. The educational campaign of a well-known business organization has changed this habit to the more progressive one of using a register. Fifteen years ago bread was made much more extensively in the home than it is to-day. Education has changed the habit of the housewife in favor of better baking establishments. For many a generation the farmer could not see his way clear to do his farming without the horse. To-day the manufacturer has developed in him new habits involving the use of the tractor and truck. The most economical appeal, if the nature of the product warrants, is that to habits already established, these representing the path of least resistance in the buyer. The necessity of the expensive educational campaign is to a large extent eliminated and the appeal resolves itself into proving satisfactory quality, service, price and other universally demanded factors. Habits extend over the entire

field of activity from the time that we open the eyes until we close them again in sleep, and possibly in sleep itself.

#### MOOD AND TEMPERAMENT

In a discussion of the buyer we can not overlook mood and temperament. The buyer is often susceptible to certain forms of emotion. A good report from the general office may make him take on a bright aspect toward everything. He will be optimistic and ready to purchase. On the other hand, if his oil stock has dropped six or eight points, he will feel that he must go very carefully in his purchase and his former optimism will be dampened. A veil of saffron will cover everything presented to his physical or mental eye. Four varieties of temperament are easily recognizable. There is the sanguine buyer whose feelings are easily aroused yet in a colorless and feeble way. The choleric buyer is easily excitable with the emotions strong and the feelings keen. The melancholic fellow is slowly aroused, but feels deeply and is stubborn in his mood when once stirred. On the other hand, the phlegmatic buyer is slow and firm, stimulated with difficulty, and never moved to profound or lasting excitement.

We shall learn later how to deal with some of these types.

THE BUYER AND THE THINGS TO WHICH HE  
RESPONDS

Heredity, experience and education result in a complex development. The instincts, interests, emotions, desires and habits set the mind of the buyer in motion to act in certain ways under certain circumstances.

The phrenologists maintained a very definite theory that what the earlier psychologists termed the faculties were localized in the brain; mapped out, with certain organs in the brain corresponding to the faculties. In one part of the brain we found parental love, in another amateness; and an accurate conformation of the skull with the brain was said to enable the phrenologist to read what was within by what was displayed without. Neither phrenology nor faculty psychology are now recognized by present-day authorities. Modern psychologists take the position that such a scheme of classification is at its best most difficult because each of these functions involves the cooperation of many other fundamental processes, and enter in varying combination in the make-up of the

different faculties. Professor Angell says (*Chapters from Modern Psychology*): "To say that an individual mind possesses certain faculties is merely to say that it is capable of certain states or processes. To divide the various and fluctuating modes of consciousness in a distinct and orderly manner, so that each may receive an appropriate name,—this in itself is no small achievement. The faculty was by the older psychologists regarded as the cause of certain mental processes and of other faculties....Faculty has almost passed out of use in modern psychology." We can not depend on phrenology therefore to help us in the study of the buyer. From faculty psychology, due to the effort to arrange modes of consciousness in an orderly manner, we are able to obtain material that may well be brought out in a work of this kind. Some writers on salesmanship have seen fit to take over bodily the principles of faculty psychology and apply them in selling. We shall take the view of the modern authorities and mention the instances in which certain sets of circumstances affect buyers differently,—really the meat of faculty psychology without the name.

Acquisitiveness is purely instinctive. It is the tendency to hoard or collect or save. It is

strongly rooted in most men and women, displaying itself in the desire to accumulate wealth, to save money. It shows itself in business in the desire, which includes the impulse to satisfy this desire, for large and constant profits. A salesman will rarely make a mistake in assuming that acquisitiveness is a characteristic of a man in business. It explains his being in business. This characteristic is so universal among buyers therefore that it can not be left out of any sales talk or argument if the nature of the article or proposition permits. Showing a profit or saving, directly or indirectly;—showing the individual how to make or save money is probably the strongest appeal to the business man, successful business being founded on the ability to make and save.

Alimentiveness and bibativeness are forms of desire; the desire for food and drink. Food-stuffs and drinks that are attractive to these tendencies are constantly suggested in business, tastefully displayed as in the modern market. The salesman who travels takes advantage of them in gaining favorable moods or friendship. The advertiser or letter-writer makes his appeal with suggestive illustrations, carefully worded description and appropriate environment.

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What has amateness, or the instinctive tendency to love, to do with selling? Just this;— accompanying it is the desire to do for others, to whom it is directed. In May of each year the jewelers of the United States direct their advertising to the prospective bride and groom, because they have learned the strength of this impulse to purchase gifts for the June weddings. Amateness continues after marriage, and proper sales talks, advertising and display are prepared to appeal to it. Flowers, candies, diamonds, jewelry, taxi service, stationery, specialties in wearing apparel, art work for the home, and many other articles are often sold more on account of the presence of this instinct than on account of necessity. The nature of the article and the circumstances must determine the advisability of the appeal to amateness.

The sales person will find a tendency on the part of husband and wife to call in each other for consultation before making a final decision. The husband will not buy a hat without the advice of the wife, and the wife will not buy a suit without the word of approval of the husband. Very often the advice of one inhibits the decision of the other. The husband may be willing to buy and the wife may have a volume of



arguments against it, or the wife may desire to buy and the husband will be the inhibiting element. This feeling of dependence is called conjugality. Some articles are distinctly for the husband and he alone should be addressed regarding them. Furniture and supplies and equipment for his office or place of business, or farm, are things in which he, rather than his wife, is distinctly interested and most capable of buying, and the wife's intervention is apt to work unfavorably. A stock salesman would do well to direct his talk to the husband only. An insurance agent might find it advisable to confer with both, and a salesman of household specialties not high in price, might well spend his endeavors on the wife only. Attention should be directed to the individual whose interest is most involved, or to both where there is a division of interests.

Children are the center of affection and interest of both father and mother, the result of another instinct. The pleasure of the child, his education, his moral and physical welfare form a most impulsive group of interests with which to appeal to the buyer. Introduce something that excites this instinct of parental love, and a responsive chord has been struck in any branch of selling. The mother, being more

closely associated with the smaller children, may be more easily influenced in their behalf than the father. Toys, children's clothing, and other articles for the young are purchased generally by the mother. After the age of adolescence, the father becomes more directly concerned.

The social instinct is highly developed in many persons. They enjoy club life, outdoor and indoor sports and amusements; and they probably like to eat and drink. The difficulty with this type of buyer is that no salesmanship is necessary to win his friendship if this tendency to eat and drink is perverted. The salesman who buys the most and best meals and furnishes the best entertainment gets the business. Many sales managers take the position that this entertainment is unnecessary. There are exceptional cases where it can not be avoided. As a rule, however, I have found it unnecessary, and I know of many others who take the same position. Friendship is important but it must not be bought.

Inhabitiveness is a feeling toward a locality, as patriotism toward a country. It is the love of home including the community in which it is located. One likes to see the locality in which one lives improve and prosper. I know of a

large manufacturing company of the West that built up much of its business on the strength of this patriotic feeling, extended in this case to the entire state. With quality and price, service and other factors equal the dealers and public officials took active steps to defend the new home industry, in some cases passing resolutions insisting on the use of its product for public work. This inhabitive tendency probably explains the great growth and activity of the many commercial organizations now in existence over the world. We find advertisements of flowers, trees and shrubbery for the home written to appeal to inhabitiveness. It has its basis in self-preservation, another instinct. If we have no home we desire one; having one we want it modern in every respect. The business of the retailer is directly dependent on this instinctive tendency.

There is a universal desire to want to live and grow old gracefully. Those whose ills are imaginary as well as those who suffer from actual ailments, are constantly appealed to in both legitimate and quack advertising. Many an advertisement of elixirs in the form of patent medicines, gymnastic formulas, hair restorers and cosmetics, is framed to appeal to this desire called vitativeness. The world is

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striving to remain young and healthy and good-looking. The beauty parlor, tonsorial parlor, and other kindred lines of business have become necessary units in the commercial world because of the desire to live.

We find the fighting instinct personified in business. The fighter is to be found in every locality and in every line. We must not antagonize this man. He will not stand for it. If we take off our coats and fight for him rather than against him we shall get somewhere. "You are right, exactly right, Mr. Yost. My company made a bad mistake in doing this and I will see that the man responsible gets what he deserves. We want you satisfied, and I am going to see that you *are* satisfied. That was a very poor piece of work and I do not blame you for being angry about it." The fighter usually meets with friction and opposition. It is an agreeable surprise to him to be defended. Let him have his way, be humored; let his opinions be respected and he will devitalize and eventually meet the salesman graciously. Some woman too will come into the retail store and abuse everybody from the sales person to the general manager. It is hard to take abuse but it must be done just as we have done in the case

mentioned above; by fighting for this individual and not against her.

Occasionally we come in contact with the fellow who has got into business for spite, or prejudice, or some other unfortunate reason. He has not sufficient personality or ability to run his own business and devotes much of his time and attention to seeing that his competitors are no more successful than himself. He is the destructive buyer. I remember meeting a buyer of this character on many occasions. He was a lumber dealer in a city where there were two other yards. It was his boast that these three yards had been in this city for six years and that none of them had made a dollar and would not make a dollar as long as he could prevent it. One can not afford to do business with such a dealer. By taking up the matter with his competitors an arrangement was soon made to have this yard purchased by a third party. Both other yards were afterward able to make a reasonable profit and were so well pleased with the suggestion that they were glad to give their business to my company.

Another type of buyer comes to mind,—the secretive fellow, quiet, reserved, a better listener than talker. If this tendency is not over-

pronounced it is advantageous in obtaining and holding attention. It is displayed from the time that the salesman makes his appearance. The manner will be quiet, and generally slow, little affected by the salesman's presence; a tendency to continue with routine. Occasionally this reticence is assumed with the intention of avoiding the salesman, yet we may not conclude that this is the case until it has been proved. The only safe manner of approach is to be patient, keeping constantly in the buyer's presence to serve silent notice that an interview is desired, entering a wedging word here and there, and waiting quietly for the opportunity to open the discussion. If this reticence continues for an unreasonable length of time, the matter should be brought to an issue by speaking frankly to the buyer in an effort to secure an interview or if necessary an appointment. If he gives a reasonable excuse for not granting an interview just then, the salesman must not jeopardize his standing by insistence. If there is a tendency to be arbitrary, the salesman then has the right to present as forcibly as the occasion demands his reasons for wanting an interview. The importance of tact must not be overlooked. It is useless to spend time in

getting an interview with one who is unfriendly as a result of the salesman's persistence.

The salesman must expect to find cautiousness in the average buyer. It is a necessary characteristic of the good business man. Some situations require more caution than others. The character and importance of the sale determines the amount of attending cautiousness to be expected. Overcoming it is merely a matter of convincing; of obtaining confidence. We shall see later how the sales manager overcomes cautiousness by placing in the office or home such articles or instruments as pianos, talking machines, dictaphones, books, and other things, in the purchase of which unusual caution is displayed. Letters of reference, lists of others who have purchased and are using, inspection trips to work that has been done, public demonstrations like those given by manufacturers of tractors, fire apparatus, etc., are all instances of methods used in overcoming cautiousness. The retail dealer tells the customer to take home an article and if it is not satisfactory, return it. If an article will not stand the acid test of actual demonstration its life in the selling field will be very short.

Have you ever come in contact with an individual who would not accept an honestly

given compliment? No, you have not. There is a way to give a compliment and have it set well. There must be sincerity in the giving, and it must be regarding something worth while. We can not compliment the insignificant or ordinary. We must look for something about the buyer, his family or business that deserves a compliment. Flattery is not sincere yet it is often used to advantage. It must be tactfully given or it will not appeal. A salesman who was attempting to obtain my subscription for a certain magazine was not able to get me interested to his satisfaction. Finally he asked if I would be willing to write an article for this magazine. This question led me to ask him why he had made the proposition to me, and he admitted that it was an appeal to approbateness with the hope of getting my attention and interest.

Some buyers have high regard for their own opinions and judgment. They have had the experience; claim to know just what is wanted and will not be dictated to by the salesman. The professional buyer is apt to develop this trait. The fact that this trait exists does not mean that the other characteristics are unfavorable. On the contrary they will be distinctly favorable. There will be strength of



character and the respect of friends and acquaintances. This self-esteeming buyer must be given all of the facts and permitted to use his own judgment. He will finally express himself quite positively for or against a purchase and that will virtually end the matter for the time being. We need not hesitate to give this man an honest compliment. Our efforts to sell him must be patient, renewing in a later call, or by letters, by actual demonstration, or trial our efforts to sell. A firm or stubborn buyer, which this individual is apt to be, can not be driven. He must be very gently led. "Now, Burgess, I know this business better than you do. I know what I can use here." This is the statement of a self-esteeming buyer. "I am getting good treatment from the firm from whom I now buy and see no reason to change." More patience, tact and resourcefulness are required for the solution of this problem. How about talking to him something like this? "Mr. Baker, I know that you have been buying a certain brand of cement for years. You have had good treatment from these people and they in a measure deserve your loyalty. Just let me go over this matter with you, and if after I have finished your good judgment does not tell you to do business with me, I shall drop the subject...

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You have been in this business long enough to see immediately the advantages of this offer. Look at this map (showing a map of the state). Here is our mill: here is your yard. I can keep you supplied with cement just as you want it within a few hours after you phone for it. I will have to haul the car fifty miles while my nearest competitor, from whom you now buy, must haul it five hundred. I can use this car ten times on ten different orders while the company from whom you now buy can use it but once. You will help the car situation; you will get your cement quickly; you can take down that telephone receiver and talk to us at any time; you will get the advantage of being closely in touch with us,—cooperation, first-class treatment, everything that any company can give, and you will be doing something to build up this good community by helping this worthy home industry. You have been right in contending that the trade of the people living around this city should come to you, the local dealer. You have been right in telling your trade that you are located here where they can reach you and talk with you conveniently and have the benefit of your cooperation. That is why I know that you will feel the same way

regarding my company. I am going to leave the entire matter to your good judgment."

Here we have adopted the selling talk of the self-esteeming buyer in fighting for his own business, and applied it as a weapon against him. Placing the responsibility on him of passing judgment fairly has a very good effect.

It sometimes requires years to convert the stubborn buyer. Cooperation from every source should be obtained by the salesman. The office can do much. Letters, advertising, visits from the sales manager, cultivating friendship, placing the buyer under obligation, will be some of the means. Many very good accounts are started with dealers of this type by going into his city, getting well acquainted with his customers and through them obtaining business on which this dealer will receive his commission.

In the study of the psychology of the buyer we have found how the concepts become ossified if they are not enriched, resulting in one's becoming narrow in view and actions, wanting to continue in old paths of habit or policy, with the same old concern regardless of circumstances. This may develop into old fogysm. We are likely to be mistaken in interpreting as fogysm what really is good business. The fact

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that a dealer demands the plain, unassuming and hard wearing clothing may be due to the demands of his trade which comes largely from the country or industrial districts. A visit to the store of the small-town merchant will convince one that the same style and character of goods we find in the large cities are not used in the country. If a dealer should prove narrow and backward the salesman need not hope to revolutionize him. It can not be done. He must be given what he wants.

Calculation frequently displays itself in the buyer, in negotiating the sale of insurance, bonds, investments; sales involving a complexity of costs and figures. He must take his pencil and paper and go into details. This tendency should be anticipated by the salesman and the problematic situation made as clear and simple by means of figures as possible. A dealer interested in selling me a set of five tires furnished a well-arranged diagram showing just what these tires would cost, what discount he would allow, the amount of guaranteed mileage, the allowance for each of my old tires. In his sales talk all of this had been explained yet this memorandum made the details clearer and more easily remembered.

The appeal to this calculative tendency can

be carried to the extreme. A certain concern advertising at this time, in the attempt to add originality and interest value, as well as appeal to the tendency to calculation, has inserted a stereotyped conglomeration of hand penciled figures in compound interest which suggests effort in reading, not to mention understanding. It is too complex.

Have you ever thought how strongly the process of comparison enters into buying? A buyer believes that a certain automobile is the best for his purposes. A salesman demonstrating another car has to explain every detail of the construction or operation of the new car in terms of the one which the buyer has in mind, or in terms of other standard cars. The comparative speed, power, durability, finish, size, comfort and price are all spoken of in terms of other cars or standards,—comparison at every step.

This comparative tendency explains the necessity for developing the concepts pertaining to one's business, and especially one's product; obtaining knowledge of one's company and its goods, and of competitors and their goods.

Imitation is largely instinctive. The mob spirit, where the individual often subconsciously falls in with the purposes of the mass,

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is explained by this tendency to imitation. In social life a large number can be counted on to follow the leaders. The family of Judge Blank is regarded as very musical, the daughter having studied abroad. If Judge Blank thinks enough of a certain piano to use it others will also want to use the same make. What is good enough for Judge Blank is good enough for them. Imitation breeds rivalry at times. People must live on a standard equal to that of the neighbors and friends. Like their friends or neighbors, they must have the automobile; they must have their daughters in the private school; they must belong to the riding club; must have the antique furniture, even though they can not always afford these luxuries. Recommendations, memoranda of introduction, subscription lists and similar devices are used to advantage by the sales person in these cases.

Apart from the imitative class are those who want to be original and individualistic, standing out as examples to be followed. This is a progressive tendency. It separates one from the crowd into a class by one's self. Why does a merchant carry out a certain color scheme of blue or red in connection with his business? Why does he have his store, delivery wagons

or cars, stationery, advertising, decoration,—everything in red? Because he wants to be individualistic and give his business personality. While in a leading clothing store a few days ago I noticed a salesman giving special attention to a prosperous-looking young man whose appearance and actions indicated that he was strongly possessed of individualistic desires. The salesman was alive to the situation and displayed a line of striking style and color, something that the ordinary individual could not wear. The result was the sale of an overcoat of extreme design in rich green. Stores, offices and homes are often constructed and furnished, if not even located, to carry out this desire for individuality.

Thus far we have discussed the mental equipment of the buyer, including the nervous system and its relation to the sense organs. Now we come to certain outward and visible attributes or powers that are well worth examining.

#### DETECTING QUALITIES AND CHARACTERISTICS

Much attention has been given to the weighing and measuring of a man's mentality, his character, by study of the outward or visible evidences. We have seen how phrenology pro-

fessed to show that a certain portion of the brain gave rise to a certain faculty which could be located and its strength determined by the character of the bumps on the head. Later research has proved that phrenology rested on a false basis.

There are those who believe in physiognomy; the art of discovering characteristics of the mind or temper by observations of the form and movement of the face and body. Since the beginning of history, men have expressed their faith in this method of reading the character. Opposed to this view are those modern business men who are inclined to believe that so-called character reading is too uncertain, too dubious to be practical and useful. We shall let Doctor Katherine Blackford, one of the late exponents of character reading, tell us in her own words what she claims for the alleged science. "We do not wish you to misunderstand our claims for the science of character reading. Character analysis is not a science in the mathematical sense. As we have said in our introduction, we can not place a man on the scales and determine that he has so many grams of industry, or apply measurements and prove that he has so many centimeters of talent for salesmanship. We do claim that it is classified knowledge



based on sound principles; that it is as accurate as the science of medicine; that it can be imparted to others and that any one can test it beyond any question of doubt.....Men differ from one another in nine fundamental ways; color, form, size, structure, texture, consistency, proportion, expression and condition.”

E. B. Gowan in his work, *The Selection and Training of the Business Executive*, says: “Suffice it to say that this system takes for its basis nine factors, termed variables,....(naming them). Even granted that this is a complete classification, which at the best is considerably beyond the limits of probability, these nine variables constitute exactly what their name indicates, items which are in themselves subject to almost innumerable variations. Evidently we have here a system too fearfully and wonderfully made to justify the precise results claimed for it.”

Another author, William Maxwell, in *The Training of the Salesman*, attacks character reading without reserve. “Personally, if I were in search of an executive, I do not think his complexion, and the color of his eyes or hair would be taken into consideration. If this is unscientific, the character reading dopesters and tipsters may make the most of it....I am

not yet ready to adopt the superstitions which have been welded into the alleged science of character reading.”

But the salesman will find at least some physiognomy claims reasonable, and even acceptable for use in the business world. If the modern character reader will grant me the added assistance of speech and action I feel that the business man can gain considerable benefit from this science. The list of elements or fundamentals does not specifically mention speech and action, yet these seem to be contemplated in the process as we find them referred to by different writers. The following is a broad statement from Doctor Blackford, which I believe any business man, including Mr. Maxwell, will agree is well put and worthy of our consideration. It indicates that the modern character reader considers every detail of evidence of character including speech and action. “Motives lie at the very foundation of being. They are deeply imbedded in the very cells and fiber of the individual. They shape his thought, his habits and all his actions. They show themselves to the practised eye in every physical characteristic, in the tone of the voice, in the handshake, gestures, walk, handwriting, clothing, condition of the body and expression of

the face. They festoon the personality with flaunting and infallible signs to be known and read by all men who care to take the trouble to learn. Some are plain; others more elusive. The simpler motives, after they have held sway for years, are easily discernible. Sensuality, arrogance, vanity, coldness, benevolence, sympathy, and others are easily determined. In order to be successful in persuasion we need to be able to trace all of the feelings, both permanent and transitory." It may be interesting in view of the difference of opinion which exists regarding character reading to examine the claims of such writers as Doctor Blackford from the point of view of the business man with the idea of selecting whatever may seem to be useful in the selling world.

In a general way the character reader and the earlier physiognomists divided people into: 1, the group with great intellectual capacity, capable of accomplishing much in education and training, fitted for intellectual work, with mental grasp, comprehension and reasoning power; and 2, into the group which is only moderately intellectual, the members of which express themselves more in a physical than mental way, who have clearness of mental action in some special direction like merchandising, or

contracting, or farming, or whose intellects may be incompetent in every way. The theoretical and the practical are the designations often given to these two groups. The thoughtful, reflective, philosophical, falls on the one hand, and the practical, fact-demanding mind, quick to ask for the demonstration, not interested in the theory, on the other.

In the physically frail the mental powers grow at the expense of the physical, the large heads and active minds using up the body's nourishment which is not always sufficient for this expended nervous energy through the brain. In this type we have the pear-shaped head, large at the top, and slender and delicate at the jaws. With this type we find also delicate and slender hands and feet, narrow shoulders and thin chest. They are sometimes designated as the mental type. The eyes will be bright and the nose relatively small. The nails, nostrils and lips will be thin, the bones and muscles and abdomen small, and the speech and action quick. They will be excitable, sensitive in feeling, high-strung, bright and sparkling, and very apt to be emotional.

The fat man, or the man of the vital or vegetative type, as some called it, is placed in a class by himself. In the extremes of the

fat type we find the large mouth, comparatively small and depressed nose, globular or puffy cheeks and chin, slow motion, slow speech, large abdomen, love of food and drink, ease, freedom from care, and lack of mental effort. To the man with brain and talent, a body of the type described yet not too extreme, serves as a wonderful source of power by reason of its nutritive reserve. The person that is easy-going is friendly, approbative, kind and affectionate, and likes children.

The third group includes the man of bone and muscle, sometimes called the motive type, broad, strong and wiry, elastic, energetic, quick in movement. He may be either tall, bony, enduring and graceful, or short and broad, with short extremities, round muscles, square face, high and wide cheek-bones, prominent chin, square hands and large feet, and if he has unusual mental capacity, a high, wide head. A healthy respiration system keeps the circulation lively, resulting in buoyancy of spirits, quickness, clearness of apprehension, ambition, hope and progressive mentality. He enjoys eating and drinking, athletics, social life. If he is more bony than muscular, he has large joints, and the lower part of the forehead projects over and around the eyes, the tips of the fingers will

be square, and a comparatively small angular shaped head will rise high above the ears. Lime, phosphates, magnesia and soda, which make bone, are said to give stability, integrity, decision and firmness to the organization.

Some anthropologists give support to the belief that the ambitious and restless, the optimistic, energetic leaders are light in color, and that the peasants and tradesmen and men of religion who practise resignation to a higher degree are dark. Men of action are said to be light. We are said to find genius for government, exploration, conquest and progress in the light, and genius for art, literature, religion and conservatism in the dark. While this distinction might have been more marked in the early history of the world, in this day, after the fusion that has been taking place for centuries, business men will be inclined to regard color as a mere bit of evidence of character which can not be taken too seriously.

The form of the face and features may be of some importance, yet we find so much complexity in this element that it, like color, can be taken only as evidence. It is true that sharpness indicates quicker action than bluntness and roundness. In the sharp face, with the long pointed nose, retreating forehead, large eyes,

prominent teeth and retreating chin we have the evidence of quickness; the fast head, it is sometimes called,—the convex form. The concave form, on the contrary, has the high, prominent forehead, flat brows, deep-set eyes, small, turned up nose, retreating teeth and long prominent chin, and is said to indicate slowness. Out of several thousand dealers with whom I have been personally in contact during the last few years, not a sufficient number could be definitely placed in either of these classes to give the matter consideration. Nature is inclined to avoid extremes. The average business men are medium; of the bone and muscle type we might say with safety, displaying no strongly concave or convex tendencies. They are largely fact demanders, energetic, reasonably fast moving, practical, fairly intellectual. Their line of work demands these qualities. Most of them would be inclined toward the convex rather than the concave type, but only very moderately and scarcely noticeably so. The character of the business may have something to do with the type. In the lumber business we have bone and muscle, practicality, demand for facts, health and resulting good spirit, activity, clearness of apprehension, ambition and hope, enjoyment of eating, drinking, outdoor and social

life. In the book selling business we might find the buyer of a different type, inclined more to the mental than the physical.

Texture refers to the arrangement and character of the muscle and fiber and cells of the body. It is claimed that the texture of the entire organism, including that of the brain and nervous system, is indicated by the nature of the skin and its appendages, the hair and nails. It is simply evidence of type; enables one to classify the buyer as frail, or of the bone and muscle or fat type. Coarseness of hair, skin, features, loosely built legs and feet and hands are evidence of physical coarseness, to a moderate extent displayed in the bone and muscle type. Fineness of skin, silken hair, delicate features, slender legs and finely molded hands and feet are evidence of fine composition generally displayed in the mental, or in the physically frail type. In the one case we look for the matter-of-fact mind and in the other, the theoretical; less emotion, less sensitiveness, less ambition and hope perhaps, less mental activity and a greater demand for facts in the former type than in the latter.

Structure, like texture, is indicative of type; evidence of frailty, or of fatness or bone and muscle consistency. The immense head and



slender body place one in the frail class. The small head, large jaws and high bone and muscles place one in the bone and muscle class, and the small head, round face, round body and round extremities may place one in the class with the fat man. We have already enumerated the qualities and characteristics of the different types.

The proportion of one part of the body to another, or one part of the head to another, since each of these parts has its particular function, is regarded as important by the character reader. For speed in the animal we look for wiry legs and slender body. If large, heavy legs are found with a slender body we sense a lack of proportion, or if the head is overly large we at once detect the lack of proportion. Provided lack of proportion is not sufficient to affect mentality, what does it mean to the business man in detecting character? It is probably no more than a scrap of evidence.

Expression and condition must be given credit for more than any of the elements on which character reading is based. The emotions display themselves in the voice, eyes, expression of the mouth, in the actions, manner of sitting and standing or moving. The buyer's finer and more elusive thoughts, including

those pertaining to his interests, desires, emotions and habits, express themselves in what he says and does. We have seen in the study of the emotions how motor reactions, like the increased circulation, heavy breathing and other symptoms, display themselves in spite of our efforts to conceal them. Many of these emotions and other trains of thought and feeling evoked by the interests, desires and habits leave an eradicable impress on expression which the character reader says is just as sure and as strong as the effect of the trade winds on the oaks of California. Agreeableness, sympathy, honesty, mentality, irritability, concentration, surprise, pleasure, suspicion, fogysm,—nearly every state of mind in which the business man is interested is displayed in expression. Let the buyer's mind unfold itself in speech and action and we shall ask little more regarding character. Speech is the means of openly expressing one's mental state. It is the very strongest and most convincing corroborative evidence of what is read in the expression. "I wish you would not bother me this morning, sir, I am very busy and I am sure that your proposition will not interest me at all." This, coming from the buyer with firmness, is indisputable evidence of his present

frame of mind. Rapidly and indifferently leaving the salesman alone the buyer says: "No, sir, I would not buy from your company under any circumstances. I have been in business long enough to do my buying where the volume of my business is appreciated and where I get the best deal."....evidence of acquisitiveness. "You need not talk to me about what my competitor has done. I have my own ideas about running this business, and they will be carried out."....a statement from the self-esteeming buyer. A buyer becomes argumentative almost always in speech. Speech and action determine stubbornness, impoliteness, irritability, temper, bluff, mentality, in fact every characteristic in which the sales manager or salesman is concerned. The clever salesman can by suggestion and questioning lure the buyer to disclose in speech and action his tendencies or motives, opinions, preferences, interests, habits, or what not.

We can not overlook the fact that the character of the buyer is to some extent disclosed by the environment that he has accepted for himself. His store and the way it is operated, his home, his family, the town he lives in, possibly the kind of horse or automobile that he drives,—all have a tendency to reflect character.

I know a dealer who orders carloads of material on picture postals. He is not progressive and displays some of the characteristics of the old foggy. We may expect to find the business man of the large city, where competition is keen and interests large, to be more alert and careful and shrewd than the man of the little place where competition is not so keen, and we shall find him also much the busier.

Condition is the element named last as comprising one of the variables in character make-up. It refers to the appearance; the clothing, the condition of the hair, skin, nails and teeth. The importance of this element depends on circumstances. It will mean much to the man who is applying for an executive position, and little to the buyer in the small town who must labor hard to keep his business intact. Condition is distinctly a variable, depending upon the character of the business or work and on the environment and the society in which the individual must live. Both local custom and habit have much to do with the standards to be expected.

Let us examine the physical details of the head, including its shape, and that of the nose, mouth, chin; the size, location and character of the eyes, the hair, brows, etc.

Quality and texture of the hair are evidences of type. Very coarse hair is found on coarse, strong, dull and stupid individuals and animals. The man of the West in his ruggedness may display these evidences of coarseness and yet have fine mental qualities. Soft pliable hair ought generally to indicate fineness of quality in the body, refinement, keen mentality and delicacy. Fine, long and glossy black hair is evidence of intelligence, deep feelings and lasting affections. The dark shades like brown will be accompanied by these same qualities in less degree. Red reflects intensity of feeling, ambition, and emotion, refinement, quick temper, agreeableness and love of activity. The lighter the hair the greater the tendency to display transitory emotions, gay manners, love of dress and amusement, vivacity, fickleness, etc. It is said that there is less stability, integrity and moral courage in the individual with curly hair than in the one with straight hair. Curly hair indicates changeable character, often brilliancy, vivaciousness, quick temper. The wavy hair is found upon the heads of the talented. With it we are apt to find emotion rather than reason, as in the case of poets, musicians and others. They are gentle, refined and sometimes effeminate.

In the profile of the forehead we find the perpendicular, the projecting, and the receding. With the normal perpendicular forehead we are apt to find straight lines in the nose. It is the head of the artist and of the esthetic individual. The receding forehead is accompanied by warmth, fire, enthusiasm, sympathy and sensibility much more pronounced than is found with the perpendicular. Here there is said to be energy, good reasoning power, sympathy, enterprise, practicality and progressiveness. It is the practical forehead and therefore ought to be found to a large extent among business men. If the forehead projects there is a tendency to dullness, slowness and impracticality. If it bulges at the top there is the tendency to be visionary, impractical and theoretical. If it is large at the middle there are good comparative and memory powers. Bulging over the eyes denotes keenness of perception. The reflective or reasoning head is broad; the concentrative forehead, high and narrow. The well-balanced is reasonably broad, reasonably high and reasonably full.

Does the brow mean anything? We are told by the character reader that the dull have the low and narrow brow and sunken temples. Prominent at the corner of the eye, extending

back and ridged, the brow denotes orderliness. Brows that are knotted, with muscular development above them and a full forehead, belong to the abstract thinker. An intense and energetic nature, concentrated power and nervous force are said to be reflected in the dark brows accompanied by dark skin and hair. If the brows are full and bushy and the hair the same the possessor is inventive, inclined to be irritable, and has a strong personality. Unless there is a good forehead to offset them, faint brows denote weakness. The individual with the arched brow has a negative nature, follows instead of leads, does not think for himself and is a dreamer.

Even the shape of the nose has its significance, we are told. There is a resolute, determined, ruling mind denoted in the eagle's beak, called the Roman or aquiline nose. That of the artist has straight lines and is called the Grecian. In the pointed nose we read caution, reserve and cunningness, and if it turns downward, even suspicion and intrigue. In the fat nose with the backward rolling nostrils there is sensuality. If it is large and arched, with the tip dropping and turning inward there is caution and suspicion, the nose of the driver of hard bargains. The up-turned nose leaving

the teeth slightly exposed is that of malignity and coldness,—“snippiness.”

The eyes, their expression, shape, color and location have their meaning. The buyer with the black or dark brown eye is impetuous; with the blue or gray eye, calm and intellectual. There is determination, selfishness, stubbornness and shrewdness in the deep-set eye regardless of color, more pronounced in the brown and black. Large full eyes, if normal, indicate culture and refinement. Transparent and sparkling under well-delineated lids means love of elegance and good taste, and quick discernment, possibly pride and irritability. Cunning and trickery may be reflected in the small, deep-set, sparkling black eyes and active jesting mouth; without the active mouth there ought to be reflection, taste, elegance and accuracy. The twitching, rolling eye is the eye of the unsteady and weak willed. And now the eye of the cold and mercenary person,—colorless, prominent, the pupil small and seldom dilating, and the glance fixed. The sensual eye is prominent, pale blue, liquid or dull, with no depth or transparency, the rim of the upper lid thick with fullness above and drooping but not from concentration. The eye reflects the intellect. We judge its quality by transparency, clearness,



dullness, depth, size and flexibility of pupil, quickness of muscular motion, position with reference to the brows, fullness and position of the upper lid.

If we would know human nature we should watch the mouth also, according to the character reader. If it is well closed with the muscles drawn and the chin thrown forward, we have a strong willed person. If the upper lip projects there is sentimentality. If the lower projects we have irritability and quick temper, yet firmness of character, even obstinacy. Both lips advanced indicate honesty and sincerity. The lips of the sensual are fleshy; and of the cold, precise and active, thin and closed to a line. If these thin lips turn up at the corners, vanity lurks there, and if they turn down, maliciousness may be found. The open mouth, with the projecting upper lip and teeth, suggests weakness, stupidity, coarseness and rudeness. Conscious mental effort contracts the muscles of the mouth. The more strenuous the thought the greater the compression of the mouth. If the line where the lips come together is wavy and irregular, temper and irritability show themselves.

And now what about the chin? The character reader informs us that good common sense

shows itself where there is an indentation in the middle of the chin. If the chin is large and broad and heavy, there may be violent temper. A little peevishness will show itself if the chin is small and sharp pointed. Having no chin indicates weakness, and the protruding one reflects strength. It is a cold buyer who has a flat chin, and a good-natured one whose chin is round. We are safe in inferring that the man with the double chin is a lover of good food. If the point of the chin comes up and the tip of the nose down, we have the suspicious and cynical. Meanness and lack of soul qualities are found when the chin is narrow and the mouth small.

The personal laugh reveals character or lack of it. Those who laugh loudly and easily are vain, stupid or indiscreet, and those who laugh moderately or mildly are prudent and intellectual. A quiet natural laugh has depth of character and feeling. It indicates kindness and cheerfulness, sense of humor, mental breadth, liberality, etc.

I have now mentioned the characteristics of the different types of men and women; analyzed the claims of the character reader regarding the details of form and shape especially of the head, including the forehead, eye, nose,

mouth and chin. We must remember, however, that indications of character must be considered as a whole, not passing judgment on the strength of a mere detail, such as a peculiarity of the eye or mouth. Everything from the hair to the walk, including speech and action should be considered, and conclusions drawn even then will sometimes be wrong. After this examination of character reading we must admit that although some of the claims are too broad and others too definite, in a general way they are reasonable and deserve the consideration of the man in business.

## CHAPTER III

### MAKING THE SALE

REFLECTING on what has been brought out in the last chapter regarding the psychophysical and mental equipment of the buyer and the effect of different kinds and degrees of stimuli when applied to this organism, we find that making the sale resolves itself into the matter of the selection and use of either the spoken word in connection with the presentation and demonstration of the object of sale, as in personal selling, or the printed word in connection with the picture or illustration as in advertising,—each making the appeal through one or more of the senses. In the actual demonstration of the automobile the appeal is made to sight for color, lines and general appearance, to touch for quality and comfort, and to hearing for the sound of the motor and of the car in action, to the muscular and organic senses for ease, comfort and speed. In advertising, sight alone is directly involved, the other sensations being experienced only imaginarily or mentally

and so far as they can be realized by illustration accompanying words of exposition, description, persuasion or argument. In the sale of perfume, in personal selling we have the container itself attractively presented for sight and touch, and the contents to appeal directly to the sense of smell; while in advertising the sale depends on the effect on the imagination,—ideationally, of the picture of the container and the accompanying suggestion of fragrance in the illustration and wording.

Knowing the equipment of the buyer for perceiving, imagining, remembering, reasoning and willing, and knowing that different impressions affect the feelings differently; that the buyer has different motives, interests, emotions, habits, and different moods and temperaments, we may prepare our ammunition in such a way as to obtain the best results.

We have seen how attention will play its part in making the sale. It must be held to the very last step in the process. Then in their order, often blended together so that no well-defined line of separation is possible, we have the obtaining of interest, which transforms into desire, and this into volition or the resolve to buy, and actually buying. In many cases all of these steps must be encountered by the salesman.

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In many others modern advertising programs relieve the salesman of this preliminary work such as struggling for attention and interest; and yet in still other instances advertising takes upon itself the burden of leading the prospective buyer through every step of the process from attention to volition. From whatever angle or in whatever branch of selling we may be working we shall find the elementary procedure the same. If we are to take the entire burden we must obtain and hold the attention; arouse interest and create desire and final decision to possess. In this process the salesman representing either the wholesale or retail dealer meets with the individual;—the advertiser and letter-writer, with the group or class. The importance of each step in the process depends on the particular circumstances presented by each case. The fact that Mr. Charles Schwab is to be interviewed may make the introduction the most important part of the process. Then the fact that a buyer has been defrauded in a similar deal may make the problem of obtaining interest the most difficult. Furthermore, a buyer may long for an article immediately after examining it, yet recent reverses will prevent favorable volition. Blended together, therefore, in the complete process of

making the sale, and not always distinctly separable, are the following steps, which by reason of the support of the psychologists, may be regarded as established: 1, the introduction; 2, obtaining and holding attention; 3, arousing interest; 4, intensifying this interest into desire; 5, changing desire into decision to possess; 6, converting this decision to possess into actual possession.

#### IMPORTANCE OF THE INTRODUCTION

The importance of the introduction depends on the circumstances attending each case. It may be the most important part of the entire sales process. Being able to obtain it may mean that the sale is otherwise assured. It is certain that more time and thought should be given the introduction to a man like Mr. Schwab than to the average merchant. A proper introduction comprehends necessary preparation, what some writers prefer to designate as a good Pre-Approach. It should always take place at the proper time and under favorable conditions. The smaller merchant who is successful is generally busy with a customer, with his books, or the many other details of managing and selling. The larger buyer has

his routine which first commands his attention, conferences, correspondence and other responsibilities. Everybody is or ought to be busy. The salesman must expect to meet busy men. The introduction therefore may be the last as well as the first step of a sale if it is not properly attended to. The salesman must be patient, tactful, resourceful and aggressive. He can not force his way, and yet he can not let the suave buyer brush him aside with a smile. He must be confident, dignified, persistent, yet always a gentleman, never overlooking the fact that one never knows where the next sale may come from, and that very often the individual most difficult to approach makes the best customer eventually.

#### OBTAINING ATTENTION

Professor William James says regarding attention (*Psychology*, American Science Series, page 217: "One of the most extraordinary facts of our life is that, although we are besieged at every moment by impressions from our whole sensory surface, we notice so very small a part of them. The sum total of our impressions never enters into our experience, consciously, so-called, which runs through this



sum total like a tiny rill through a bowery mead. Yet the physical impressions that do not count are there as much as those which do, and affect our sense organs just as energetically. Why they fail to pierce the mind is a mystery."

Attention is the very center of vitality; the very life of consciousness without which it drifts uncontrolled. It brings consciousness to a focal point causing it to center itself on some particular thing. It can be centered on objects outside the mind as well as within; on some material object such as the article of sale itself, or on an imaginary picture of the article that has come to mind.

In whatever branch of selling we may be interested, the laws of attention and interest will have to be respected if our work is to be done satisfactorily. Whether the problem be that of the salesman in the field or store, or that of the sales letter-writer or advertiser, cognizance must be taken of what psychology has laid down in laws governing the processes involved in gaining attention.

#### WAYS OF GAINING ATTENTION

First: We may have to depend on increasing the intensity of an act or article to make

it focus the attention. We may have to develop a louder voice like the newsboy or barker, call out more constantly like the ticket seller at the circus, insert more lights in our electric sign, put brighter colors in our display windows or in our store. Second: We shall have to see that the intrinsic interest in the thing itself is sufficient to give it the power of obtaining and holding attention. If this intrinsic interest does not exist in the article, the attention value must be derived by associating the article with something that will command attention; something with resulting reward or benefit, or possibly punishment or loss, or suffering. We have found that man has a group of coordinated interests which are native to some extent, taking root in the instincts, or acquired by education and experience. This group of interests is the dynamic force which brings the buyer to play his part in this drama of buying and selling. The thing to which we expect to have attention directed must therefore have something in it or about it to make its appeal to some of these interests which will be enumerated very shortly. Third: In order to obtain the best results, we shall have to provide for accommodation of the sense organs to be used, so that the impression can be made with

the greatest effect, letting no noises, or smells, or unfavorable environment distract. Fourth: For very good effects we shall have to have the mind of the person in the expectant mood for giving attention. The advertiser has this in mind when he sends out such copy as the following: "Watch this space for our Saturday Bargains." "Lend me your ears—Mr. Sales Manager," the heading of an advertisement of a professional advertising man appearing in a magazine this month. We all recall the great advance advertisers' campaign of Dodge Brothers, which had the effect of preparing the minds of the readers for what was to come. The theater man also often takes advantage of this possibility of arousing expectant attention.

#### VALUE OF ATTENTION REFLECTED IN RESULTS

Attention brings out more clearly the thing on which it is focused. The colors of the gown or automobile, the details of machinery, the hidden parts of a picture or puzzle, whether they be presented to us actually in the object itself or only in the imagination, become more clear and distinct. This is important in perception and memory, we have found. The

clearer the impression the more perfect the perception, and the more lasting the image—just what we strive for in all branches of selling. With attention, sights and sounds and other processes become more intense. Colors which were at first unnoticed will become brighter, richer and more vivid; the sky will look bluer, the stars brighter, and the smell of the perfume will seem more fragrant. Similarly, attention to time makes it pass more slowly. The hours pass wearily while we are waiting for a train. The singer seems to hold the tone even after singing has stopped if the position and expression of the head and face have not changed. And so objects of sale themselves, or illustrations, or words of argument or suggestion, or head-lines will remain with us according to the attention given them. It is almost impossible to rid the mind of the pleasant strains of some new melody that has been introduced to us at some light opera performance.

It is natural to give attention to things which we have been taught by experience or otherwise to observe. A hill of ants will hold the attention of some persons for hours while others will pass over it unconcerned. In order to obtain the attention of those who are not interested, or who for some reason may not see the

details which we wish to bring out, something must be done to direct it, like labeling, pointing to with arrows or ribbons, or personally directing the attention. This directing of attention to things brings them quickly into consciousness.

Even volition is based on attention. Every idea resulting from attention passes over the arc of the nervous system from the senses to the muscular region resulting in some kind of action. If the attention is divided this weakens the response, may neutralize it. Hence the importance of having attention focused on one thing. Another important characteristic of attention is that it is short-lived, comes and goes in waves, flits about from one thing to another. It first lands or focuses on some particular thing and then momentarily passes from one thing to another until some other object elsewhere attracts it. The skilful advertiser, or window-dresser, or letter-writer caters to this tendency to be rhythmic by supplying attention something upon which to focus, and something associated with this to which it may easily pass and receive a reinforcing impression,—first to the automobile as a whole, then with the assistance of the salesman to the lines, beauty, durability, speed and other details; in

advertising and in the display window, something upon which to focus, like the maiden in the bathing suit, and something associated with this to which the attention may easily pass,—the gentleman perhaps, wearing the same brand.

Nor should we overwork attention by giving it too much range, too many objects at a time upon which to center. We can not have too many articles of different kinds in the display window, show too many ladies' suits at the same time and get the value of their distinctiveness; have too many words in the head-lines. One at a time is safest, although it is believed that as many as five will not be overtaking the power of attention.

#### DIFFERENT KINDS OF ATTENTION

There is the attention that we give to things without effort. While some one is talking to us, or we are doing something that is boresome, the mind is inadvertently dwelling on our last golf game, or dancing party, or on some problem that has been giving us trouble. The will has nothing to do with this kind of attention. It is sometimes called non-voluntary. Then there is the attention that we give to things in

spite of ourselves, as in the case of loud noises, violent contact with something or some one, bright flashes before the eyes, or experiences which are emotional in their effect, like the delivery of a telegram with bad news. This kind of attention is called involuntary. We give attention also by act of the will. We have a reason or purpose or desire for giving attention and therefore will or resolve to give it,—voluntary attention.

#### IMPORTANCE OF PERMANENT ATTENTION

It is possible to obtain momentary or spontaneous attention by such devices as size, motion, contrast, isolation and position. The full-page advertisement, the large sign, or the large store will attract attention. The mechanical man walking the street or the demonstrator in the window will get attention. The seven-foot man with the dwarf, on account of the extreme contrast will obtain attention, but probably only momentarily, conveying no message or meaning unless there is something to hold the attention. More permanent in its effects is novelty, which makes us ponder, associate, question and think. Figures, forms and arrangements producing bizarre effects, the un-

usual, unnatural, grotesque, clever spelling, unusual locations and positions, catchy names, jingles, media such as doves, kites, sandwich men, contests, puzzles, prizes,—these are all examples of novelty. Novelty must be rather negative than positive, not having the appearance of being forced on the public just for the purpose of obtaining attention.

Colors, in agreeable combination, have a lasting effect. We ponder over them. We favor one or another of the color schemes in our home decoration and furnishing. Each of the favorite colors has its meaning. The red, and blue, and green, and yellow all have their significance.

An object itself should give the greatest attention value, yet if it can not be presented for explanation or demonstration, the picture of it will be important because many persons think in terms of pictures while others associate their ideas with words. In advertising the picture has become recognized as almost indispensable. Together with the head-line it obtains the attention of those who think in terms of either or both.

Activity or the suggestion of it has strong attention value. The salesman who takes us riding in the new car will overwhelm the atten-



tion with the complex activities involved in the riding. To one who rides in this auto there will be the panorama of scenery for the eye, the fresh and invigorating air for the nose, and the muscular sensations of speeding through space comfortably. The salesman who lets us use the dictaphone brings action home vividly and obtains and holds attention. The demonstrator in the window, the moving barber pole, even the man working in the street or on the building obtains attention. Not being able to have the actual, the advertiser uses the illustration and wording to suggest action. The comic, like the novel, if not obtruded for the purpose of obtaining attention, will be found paying well at times.

#### FEELING-TONE AND ATTENTION

We will remember that some of the many stimuli that pass over the nervous system to the mind, in addition to arousing mere sensations, go so far as to give rise to certain processes of feeling. We feel their agreeableness or disagreeableness, their pleasantness or unpleasantness. This element of feeling is a moving process, impulsive in its nature. It is an attribute of sensation involving its durability,

quality and intensity, and is called feeling-tone, or affective tone. Every article of sale that we present to a person actually or in word and picture, will have its pleasant, or neutral, or unpleasant feeling-tone. The presence of a rat is accompanied with an unpleasant feeling, while the presence of the dove is distinctly agreeable. Even the lines on the automobile will have feeling-tone, as well as the lines in the advertisements which we prepare. Good lines, harmony and balance will be necessary for good feeling-tone in window display. Disagreeable color combinations produce unfavorable feeling-tone.

#### APPEAL TO INSTINCT

Appeal to a fundamental instinct has strong attention value. All human interests, forms of human desire and types of human emotion spring from them. Appeals to love, hate, grief, anger, fear, ambition, envy, shyness, embarrassment, sorrow, gratitude, acquisitiveness, curiosity, imitation, jealousy, modesty, play, rivalry, sexual love, sociability, self-preservation, and other fundamental instincts or states of feeling and emotion springing from them, will have within them that something which

not only brings attention but results in interest and action, as we shall see in the separate treatment of the interests, desires and emotions soon to be given.

#### THE APPEAL TO HABIT

The instincts, education and experience develop in us certain habits, in a general way common to all. We may have differences in the performing of habits; may put on the right shoe first, dress in certain order, read a certain part of the newspaper first, eat in a particular way, shave according to our peculiar method, yet we all have the general habits mentioned. Some read extensively, prefer certain kinds of reading perhaps. Others read very little. Some women will knit and others can not or will not. Habits are formed in connection with our mental as well as physical life. We form mental habits of doing things, like figuring in a certain way.

Gillette made millions by appealing to the habit of shaving. Publishers have built up great concerns on the strength of reading. The newspapers have large sections of classified advertising on the strength of the habit of exchanging, bargain hunting, etc. Smoking is a

habit the appeal to which has built up the wonderful tobacco business of the world. We have been impressed with the power of the appeal to drink. I know of nothing that belongs more distinctly to the habit class than chewing, either tobacco or gum.

If we are to have attention therefore we must look to intensity,—not only in lights and noises and similar stimuli which may be only momentary in their effect, but in the salesman himself and in the sales manager,—his speech and actions and letters should be surcharged with intensity. The relation of the article to the buyer's interests should be brought out. Every possible means of distraction should be overcome. A focal point or center of interest should be provided giving attention the opportunity to flit from place to place and with each change of position obtain a new and reinforcing impression of what we are trying to drive home. If we will be reasonable with attention, letting it center on a few things or groups of things, we shall obtain the best attention value. Novelty when not overdone can do much for us, and color will always play well. Objects of sale themselves or pictures of them have stronger attention value than mere descriptions of them. Then plenty of action is always good.

Feeling-tone is almost fundamental; and appeal to interests, motives and habits no less important.

So important is the matter of obtaining attention that each sales manager with the aid of his organization works out a standardized method whenever possible in personal selling. In house to house canvassing this works very satisfactorily. You have heard how certain companies have had their salesmen secure attention and interest in fixed ways; tearing the paper wrapper from the can of syrup, handing the can to the woman at the door and then placing himself in such a position that he could not take back the article conveniently until he had finished talking, all tactfully carried out with the idea of getting and holding attention. Take the electric hair clipper now on the market. Careful study on the part of the sales manager may have convinced him that the most satisfactory way to secure attention and eventually sell this article is to obtain permission to install it for a reasonable length of time and let it sell itself.

#### WAYS TO AROUSE INTEREST

Interest is a secondary mental activity following attention. We must first obtain the at-

tention, then possibly the interest will follow. It is attention with some degree of concern. Whatever will arouse interest is bound to get attention, yet whatever will get attention will not necessarily arouse interest. In a general way, what are the interests? In the young person the interests are centered largely in play, involving toys, games, athletics, hunting, eating and drinking, clothes, collecting and saving; later, dancing, friends, camping and other activities incidental to indoor and outdoor life. Education later becomes an interest, and with it vocation and future welfare. As the individual develops, the social interests continue, and the vocational interests begin to center on business, profession, or other work. About this time the interests in the special tastes or talents will become stronger,—art, music, writing, designing, etc., taking a prominent place in the person's thoughts. The interests begin to turn to individuals at this period and center themselves around mating and marrying. These interests will include the home, its character, locality, the family, and the activities of the different members as they come. And so we find that different conditions and circumstances give rise to different interests, many of

which are common to all while others are common to certain classes or groups.

Things are interesting which provoke emotion, such as joy, surprise, reverence, hope, gratitude, and feelings with emotional coloring such as pride, love, the moral feeling of obligation, and faith. The strange if not so strange as to become meaningless has interest value. The things with which we are most familiar, the routine of our lives especially when reflected in new ways, is interesting, the work in the home and the methods of doing it, the routine of the office, the routine of teaching or other work, farming, mining, railroading. Surely there is interest in what we desire, there is interest in what appeals to our habits. There is strong interest in the things which we may have a tendency to emphasize, such as art, music, dancing, golf, horses, cards, racing, swimming, and other athletics.

Professor James (*Psychology*, page 193) sums up the situation regarding interests substantially in this way: "...that each mind's appearance on this earth is conditioned on the integrity of the body with which it belongs, upon the treatment which the body gets from others, and upon the spiritual dispositions which lead either to longevity or destruction. Its own

body, then, first of all, its friends next, and finally its spiritual dispositions, must be the supremely interesting objects for each human mind."

Some articles of sale are in themselves sufficiently interesting to obtain consideration. The aeroplane and the wireless machines, on account of their novelty, will attract crowds of interested individuals. Other articles, not in themselves interesting, must be associated with the interesting. To obtain interest in cement it must be associated with interesting construction work, wonderful dams, factories, business blocks, homes, or unusual engineering projects. Interest in asphalt is brought out in the fascinating story associating it with the perennial sunshine of the tropics which for centuries has seasoned this product as only nature can. Coffee, in itself uninteresting, when placed in the display booth in an environment that is appetizing, becomes interesting.

Business is the center of interest to the business man. Examine it and you will find that it will boil down to the problem of make and save. Acquisitiveness is the explanation. Show the business man how to make or save; how to overcome competition; how to keep down outstanding accounts; how to put a business on a cash



basis; how to construct plant buildings economically and efficiently; how to create a demand for his goods; how to advertise; how by frequency of turnover to increase profits even though the profit per unit be less; how to do the hundred things that other business men do to make or save, and you will get him interested.

#### DESIRE AND ITS PLACE IN THE SALES PROCESS

Desire has relation to the future, what may or can be, and therefore depends on the imagination, the only means of reaching the future in thought. In desire there is a consciousness of want together with the impulse to get what is wanted. There is an accompaniment of feeling with it that is either pleasant or painful. If we desire to accomplish something, there is the feeling of pleasure in trying. And so in the desire to aid some one, for example, there may be the painful accompanying feeling in the knowledge that the some one is in trouble. The very exercise of volition, which is the next step in selling, hinges on desire, the impulse of desire leading to effort and action. For this reason desires are called motives. Some desires arouse deliberation and thought and are called rational. We desire power. To obtain

it requires the most careful thought and effort. Other desires are unintelligent, not arousing thought, resulting in action by reason of their accompanying impulses. In hunger, thirst, curiosity, anger, parental affection and the like there is accompanying impulse or prompting to satisfy desire. These tendencies, or propensities, are called mental or psychical instincts because of their coordination with the physical and psychophysical instincts. This prompting or impulse of desire is either selfish or altruistic, the desire to take for the benefit of self, or to give for the benefit of others. The group of selfish desires has a physical or mental basis as the list will indicate. Included in the list are food, drink, sleep, sex, movement, living, pleasure, property, knowledge and power. Under the altruistic group are such as the desires toward kindred, friends, country, mankind and God. (See Davis, *Elements of Psychology*, p. 294.)

We recognize certain needs of mental as well as physical life and desire to satisfy them. The desire to continue in life is instinctive yet involves mental action in satisfying the desire. Life is sweet and dear to us and when threatened makes the desire to live override everything. There is a universal desire for pleasure

which is accompanied by the plan and effort to secure it. Other forms of desire are acquisitiveness, ambition, sociality, imitativeness, emulation, approbateness, affection, including love and hate. Then springing from affection we have pity, kindness, gratitude, reverence, love of kindred, including conjugal love, paternal, maternal, filial and fraternal. By association these are centered in love of home. Friendship gives rise to the desire for fraternal, club and church life and societies. Patriotism is love of country. Philanthropy is the love of all mankind, and piety is the love of God.

Desire is effected by environment and circumstances. The desire for food or drink is effected by the character of surroundings. The advertiser of meats is careful regarding the effect of environment, so very careful that he keeps the idea of the animal itself entirely out of the advertising, or idealizes it and its surroundings to prevent unfavorable suggestion. The retail dealer is careful in the display of foodstuffs, candies, drinks, etc., giving them a pleasing environment, above all,—clean. And so it is with sleep. If the environment is not pleasing we go elsewhere. That is why the hotel lobby is regarded as the most important

part of the hotel structure by some managers, who may be making the best of a bad situation.

We have found that everything that is interesting has attention value, but that not everything with attention value is interesting. We find again that the group of desires is interesting, but that the group of interests does not correspond with the group of desires. Many things that are interesting may not be desired.

#### VOLITION IN SELLING

Reflex, instinctive, or emotional movements are not dependent on the will. These movements take place without deliberation or thought. Many other actions result only from operation of the will, and these are called voluntary. Through the reflex and instinctive movements we first learn the movements that afterward become voluntary. The essence of voluntary action is the resolve or consent to act; what James, Angell and other psychologists call the *fiat*. We resolve to have the apparent consequences of an act become real, and actual. We resolve to purchase a suit of clothes because of the consequential condition of good appearance. There is a period of unrest, of indecision in voluntary action in which some of

the arguments or considerations involved in the sale, block it, while others invite it; a period in which there is a constant conflict of motives, some standing out strongly at one moment and others predominating at another moment, and all motives in the background of consciousness having their encouraging or inhibiting effect. Sometimes this condition keeps one oscillating for months in favor of a certain decision and then against it.

The actual presence of articles of sale, or the thoughts or representations of them, will start action of some kind. The possible pleasure or pain which this action will bring will add impulse to or inhibit action. If a movement is agreeable we wish it to continue and if it is disagreeable we want it stopped. Instincts have much to do with action; whatever appeals to them will have a tendency to produce action. Whatever appeals to the feelings and emotions will produce action, there being great impulsive power in such emotions as love, terror, rage, etc.

Holding the attention to the very last is necessary for action of the will. Continued or determined presence in consciousness gives or takes impulsive power. Articles of sale, arguments, advertising, sales letters, must all remain constantly interesting, continuing to be

pleasant to the very last, continuing to dwell on the great group of interests, continuing to appeal to the feelings, habits, motives and emotions. This attention must dominate, with no other ideas to displace or inhibit it, no reasons for action to the contrary. This volition is expressed by such motor response as writing out the order, signing, requesting shipment or some other significant act.

Professor Angell (page 345, *Psychology*) says: "Volition as a strictly mental affair is neither more nor less than a matter of attention. When we can keep our attention firmly fixed upon a line of conduct, to the exclusion of all competitors, our decision is already made. In all difficult decisions the stress of the situation exists primarily in the tension between the ideas representing the alternatives. First one and then another of the possibilities forces itself upon us, and our attention will not rest for more than a moment or two upon any one."

The modern business man is careful to eliminate all distraction. The retail dealer invites the prospect into a separate room or booth where there is the greatest opportunity of centering and holding the attention. Since the stress of the situation exists in the tension between the ideas representing the alternatives,

the quicker we can bring the consideration to but one or two articles or propositions, the nearer have we come to action. After showing our line of suits, by exclusion it will be well to eliminate all but the one or two in which the person is most interested, finally reducing to one.

The imagination is important in volition. It represents by anticipation the consequences of the purchase. It takes us into the environment in which the article is to be used—in the home, on the farm, in the office,— pictures its adaptability to needs, its possibilities of giving the comfort and pleasure which is sought, of satisfying the buyer who must use it, beautifying the home which must be painted with it.

Volition is further conditioned on desire which gives the motive for choosing, and the cause for this subsequent effort of purchasing. Hence the importance of keeping constantly before the prospective purchaser the adaptability of the article for satisfying desire. An excerpt from a honey advertisement shows how the advertiser appeals to the desire to eat. “You’ve tasted things that ‘simply melt in your mouth’ with goodness. Try.....Honey—there’s no taste—no flavor in the world like honey. Its rare goodness is due to the great care which

governs every step in its production, grading and packing—from flower, to bee, to you.” I find the following in an advertisement designed to appeal to the desire to live: “The radiancy of healthful beauty....the irresistible fascination of a natural complexion lavishes the finest positions that ambition can desire.” In the appeal to the desire toward kindred the insurance man says: “Here, sir, is your opportunity to keep poverty from the threshold of your home after you are gone. Your wife and children must be protected.”

In connection with volition it is important to consider a class of movements which do not depend on volition but follow from the mere thought of such movements. Action of this kind which results immediately and unhesitatingly without the interjection of what we call the fiat or resolve, is what we have already described elsewhere as ideomotor action. While we are talking to some one, he takes out his cigars, hands us one, lights one and smokes without interruption. While reading a book one takes out one's watch and tells the time. Walking, playing the piano, driving the car, seem to require no distinct impulse of the will. When we read such commands as, “Sign and return this coupon to-day” we often obey.



There must be nothing to hamper this kind of action. If unhampered, suggestion becomes very effective in obtaining results.

#### THE POWER OF SUGGESTION

What do we mean by suggestion? It is a hint, an insinuation, calling up one idea by the use of another associated with it, bringing indirectly before the mind an idea by partial statement, incidental allusion, illustration, question or the like. It is based on ideomotor action. Due to the fact that suggestion works from the sensory to the motor end of the arc without being complicated or delayed by deliberation and the will, we call it an appeal over the short circuit. It is an appeal to personal interests, motives, personal habits, emotions,—fundamentally to the instincts. We have it exemplified in the store display, in letter-writing, advertising and personal selling. The manufacturer says to the retail dealer: “You have not overlooked the importance of having your cement bins full for the great spring business.” In the display window there is the symphony in brown, dresses, hats, veils, shoes, hosiery,—a complete suggestion for the woman who will be up-to-date. The advertiser pictures “The

Ham What Am'' in the center of the picnic lunch, or places the golfer on the green in action with a Hole-Out putter.

We have respect for advice if it comes from one in whom we have confidence. It is so with suggestion. The prestige of its source has much to do with its power. Reliability, reputation, age and such qualities are important.

Suggestion may not have its effect immediately. Very often it must be repeated and given variation. In order to get attention, the suggestion, like letters and advertising, must have intensity and force and vigor. If it has not the interest and attention value it is worthless. It must be striking; must come again and again from one angle and another; appeal to one interest or motive and another.

Like other conveyances of appeal, these suggestions must be in harmony with established customs, habits and belief. We can not suggest high priced articles to the working man, nor low priced apparel to the assumed connoisseur of fashion. We can not offer German made goods openly. Rather what people need and want and what will appeal to the regularly established habits and customs is what should be suggested. As Walter Dill Scott says in *Influencing Men in Business*: "In in-

fluencing men, logically reasoning is never to be used alone. After arguments have been presented, skilful suggestions should be used as a supplement. This supplement often changes threatened defeat into success. The skilful pleader before the jury, the wise politician, and the successful superintendent of men, all alike are compelled to resort to suggestion to supplant their arguments in their attempts to influence men....The general public responds more readily to suggestion than to arguments."

A sale is not made until the order is placed. At this period when the arguments have been presented and the person is yet undecided, suggestion works most effectively, the right act or word bringing the results. These suggestions are made by writing out the order, handing it to the person for signature, asking how he prefers it sent, wrapping it, asking for permission to wrap the article, handing a pen or pencil for signature, thanking him with the assumption that the order has been placed, talking and acting with this assumption like handing him the cigar. To-day I was shown two tires that did not appeal to me. I expressed preference for two other tires regarding which I had previously talked to the proprietor of the store. After expressing approval of my inclination to

make the purchase, the salesman immediately brought two tires from stock to the desk in the office, wrote out an order and handed me the pen without further questions or arguments. I signed the order.

#### THE SALES ARGUMENT

Preparing the sales argument is a process of standardization. The very fact that we are interested enough to prepare a sales talk is sufficient proof that we are looking for the best. We have just examined the different stages of the selling process. With these constantly in mind we can frame our sales talk, and this applies to the salesman at retail as well as at wholesale. Selling at retail as well as at wholesale has got to the point where scientific methods must be used. Special preparation, in many cases in the special school, is now being provided by the large retail establishments.

Study and experience in the sales of an article enable the collecting of data for providing the most scientific methods of selling. Possibly we shall begin by standardizing the very introduction. We study our article; we experiment with it and find that we obtain the most satisfactory results by letting the sales-

man introduce himself in a certain way. For the time being and until something better can be established, this, then, is the method that all salesmen will follow. Since the great wave of standardization swept the manufacturing or operating end of the business world there has been a strong tendency to extend its principles to every branch of business. We find our selling organizations taking over the principles of efficiency framed and adopted by such men as Taylor, and applying them to the management of sales and other departments. After having demonstrated their pulling power on the few, letters are sent out to the many. Their work is keyed and preserved for future reference. If they do their work well they are used as a basis for others to follow. In our schools of salesmanship only what has been discovered as the best is being presented, the old and unsatisfactory being avoided and replaced by the new and better. Long ago the railroads found it advisable to standardize in every department, the standard code of operating rules and the government's standards of specification in the construction of equipment being classics in this line.

Standardization therefore means being fit, properly prepared, equipped and qualified. It

substitutes good dependable knowledge for imagination, supposition and guess. It affords the strongest, most forceful, most impressive method of presenting the sales proposition. That great clearing house of ideas and experiences, the sales office, becomes a storehouse for the best. The reasons for successes and failures are recorded there, and all of the statistics and other data from the field or shop.

We need not worry over the possibility of its destroying the individuality of the salesman. If he is a salesman the talk will not be unnatural and over his head; not like a recitation. It will be assimilated to be expressed in his own way; elastic and adaptable to any case, with a talk for the small-town dealer and another for the banker of the large city. The standardization will be of thoughts and methods rather than of language, and yet with the language at its best. Each selling point or argument will stand out in a paragraph or series of paragraphs, having its logical relation to the entire argument, thus enabling the salesman to adapt his talk to the conditions prevailing. Some buyers, due to good advertising, are almost sold when we reach them. The entire argument would be a bore to them. So much for standardization of the sales talk,

Now how shall we prepare it? First we must determine what we wish to establish, then gather the material for proving this; take this material and arrange it in satisfactory manner, and provide for presenting it in the best of form. The company has designed and is making an article that it believes supplies a certain need. It is a light tractor that will do everything that any other tractor will do and more. This, then, is what the argument should aim to establish. Here is a bed designed to have wood for beauty and steel for strength, a good combination. This may be the thought to be established. Here is a table service designed to appeal to the clever woman who is distinctive in her demands in this respect. On articles that are well known, like kitchen utensils, a talking point like endurance may be the only idea to establish, with all of the qualities possessed by it that other articles possess being brought out incidentally. Special qualities of this character are brought out even in the trade-mark, like "Wear-Ever" for example. The magnitude of the proposition will determine the character and extent of the proof and the method of presenting.

If the sales talk is to be scientifically prepared we must observe the different stages of

the selling process. What shall be the method of approach and of obtaining attention? How can the laws of attention be applied to the proposition? After carefully scrutinizing our data, what do we find that will serve best to obtain and hold interest? To what particular desires must we appeal? Surely the character of the article or offer will have much to do with this. It is a case of bringing the buyer before us in the mind's eye, considering his equipment like the senses, instincts, feelings, desires, habits, emotions and special interests; his power of imagination, memory, reasoning and willing, placing our article or offer in juxtaposition and linking them together, with the buyer.

What is some of this important data? The man who designed or planned the manufacturing of the article had a fixed purpose; intended it to fill a certain need. Perhaps after it was produced it was found to fill certain other needs not originally contemplated. Whatever the case may be we must know uses and prove advantages and adaptability. We must know the article or goods and every detail regarding their manufacture. We must be able to handle the price question diplomatically, justifying the high price with quality which always makes price insignificant, or with the making or sav-



ing advantages, which far outweigh the objection. We must know our competitors and their products, their selling points compared with our own, because the buyer of to-day, professional or otherwise, is a man or woman who compares. Service can not be overlooked, nor policy. Service alone sells many an article; policy many another. I have seen trainloads of material loaded and kept ready for billing to buyers who needed special service, and I have known of sales managers who have traveled for many a month in order to get the pulse of the trade regarding policy. Not until we can convince a dealer that there is a community of interest that is virtually equal, between him and the manufacturer or wholesale dealer, have we a policy;—not until he feels that our interests are his interests, and his interests are our interests, and that the manufacturer and dealers are all members of a great business family working together.

#### REGARDING OUR ENGLISH

How important in the business world is money, the great medium of exchange of goods, etc., and yet how important is language, the medium of exchange of thoughts, and knowledge.

In selling we are constantly making contracts, representations; describing, explaining, appealing, educating to the uses of our product, constantly using English. The spoken word of the salesman and the printed word of the advertising man are the only satisfactory means of communicating these descriptions and appeals and arguments. If our selling is to be at its best our English must be at its best. The sales talk must have its attention; the language of the salesman must be good; the language of the office must be good. Language has much to do with feeling-tone; it leaves a good or bad impression. No less important than impression is the matter of having what we have to say conveyed in good clear language. Misrepresentation is frequent but honest, perhaps, because the English is not clear. We failed to convey clearly to the buyer the idea fixed in our own minds. Unless our English is clear enough to make our minds meet squarely on a proposition our selling will be deficient. Needless to say that our ideas must have relevancy, bearing directly or indirectly on what we are trying to convey, and our English must be charged with that element most advantageous in selling,—force.

With a superficial knowledge of their pro-

fession, men will be successful because of their command of English. They may know little law and yet have good bank-accounts because they talk well, especially before a jury. Their English gives them a veneering beneath which the great public does not seem to go. It gives a valuable finish which can be lasting and genuine only when knowledge and character are beneath.

Why not start in by eliminating most of the slang, if we would improve? When we get it from every salesperson, every mechanic, every farm hand, every schoolboy, it becomes cheap and monotonous. It gets a little rusty and trite to hear every one designated as a "bird" or a "guy." Why not eliminate the profanity so freely and so generally used by many salesmen that it becomes tiresome and repulsive even to those who must themselves use it occasionally, and has surely lost its force? Why not obtain good elementary works on English and study them? Then let us study the English peculiar to our line; let us know its vocabulary. If the advertising department has a supply of good catchy words or phrases let us make them our own to use in personal selling as well. Surely each salesman can study his sales talk and improve its English.

## CHAPTER IV

### THE SALES DEPARTMENT

A WELL-KNOWN sales manager formerly of Denver, now in New York, when hiring a man tells him that he expects the salesman eventually to equip himself for stepping into the sales manager's position. He wants his men trained and ready to go higher when the occasion demands. In every good organization it is the desire to select executives, whenever possible, from within the ranks. The salesman therefore can not afford to draw a well-defined circle around his position and say that he will do only so much and no more. He must acquaint himself with the work of his superiors and with the positions possible of attainment in his particular line of work. Instructions like the following come only to those who are prepared: "We shall expect you to go to Blank, establish suitable sales offices, hire the salesmen necessary, train them, assign them to territory, and obtain a market for this product. You will supply yourself with assistants and other necessary help,

arrange for the purchase of all equipment including furniture and fixtures, printing, book-keeping, quoting, invoicing, collecting and banking. We shall hold you responsible for all money collected and paid out. The entire sales organization, offices, men and equipment will be turned over to you to get results." Here we have a bird's-eye view of the work of the sales department.

#### THE SALES OFFICE

The location of the office is important. A sales manager and his office must be in constant touch with his salesmen. The necessity of their getting back and forth to and from the sales office as frequently as is necessary must be kept in mind. Equally important is the possibility of contact with the trade itself. Buyers, dealers and the public have business of one kind or another much oftener in the larger centers than in the smaller ones. The shopping facilities, higher standards of professional men, the hotel and railroad accommodations, theaters and other attractions bring the public to the large cities. Manufacturers and jobbers realizing this locate their offices in these cities. The modern buildings, well-located, modern of-

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fices, mail service, the possibility of obtaining efficient help, of getting different kinds of service incidental to the large office, purchasing, contact with credit agencies and associations, banking facilities and living conditions all make the large center the one generally selected for the location of the sales office.

### THE SALES ORGANIZATION

Needless to say the size and character of a sales organization depend on the amount of territory involved, and the intensity of consumption per capita of the article being sold. In some lines of business the volume of consumption per capita and the resulting sales run very high while in others they run low. Where they run high it is necessary to have great organizations centralized at some important city with many branches or district offices located at strategic points in the territory served. The greater the organization the more specialized and delegated the work becomes.

An organization is not an organization when there is no carefully outlined plan of jurisdiction of the different departments. The sales department can not be usurping the jurisdiction of the operating or traffic or auditing de-

partments; nor can any one of these overstep and interfere in matters rightfully belonging to other jurisdiction. A general manager should have jurisdiction that rightfully belongs to him. To him should report the head of every department, including sales, traffic, auditing, operating and other main departments, but not those which are interlinked in an auxiliary way with one of the main group. The advertising department may in some cases take the place of the sales as in mail-order business, in which case the department should report to the general manager. In the case of advertising generally the jurisdiction should belong to sales. Being closely associated with and bound up in the work of the sales department the best results can not otherwise be accomplished. The work of a traffic department is generally so well divided between all other departments, that no one can logically claim jurisdiction except the general manager. And so with the auditing; its work is divided between all of the departments, sales, traffic, operating and advertising, and it rightfully belongs to no other officer than the general manager. So far therefore as the sales department is concerned it should claim no more than careful and willing cooperation from other departments, and

should have entire jurisdiction of the advertising only when the work of this department is in nature subsidiary to it.

In the district sales office immediate authority must be given the manager which may involve supervision of the bookkeeping traffic, credits and collections, and banking, yet the jurisdiction should remain in these departments in the general office. Directly within the manager's jurisdiction should be such departments or branches of sales work as territory, hiring and discharging salesmen and office help and training thereof, office records and reports, councils, meetings, letters and bulletins, all of which will also be a part of the work of the general sales office. To the general office will also belong such work as publishing the house organ, planning and trade promotion, quotas, contests, conventions, expense accounts, advertising, in fact all work which can best be done by being centralized in the general office. To the district office will be delegated only that work of immediate consequence to that office which can more satisfactorily be taken care of by it rather than the general office.



## RECEIPT AND FILLING OF ORDER AT WHOLESALE

The sales department, having charge of the marketing which includes the solicitation, advertising and delivering, must have its way of presenting orders to the plant for filling according to specifications. I have heard sales managers claim that the shipping department at the plant should be under the jurisdiction of the sales department. I have heard others contend that it is distinctly under the operating department and no more than proper cooperation should be expected. The routine of receiving and filling an order will throw light on the reasonableness of each claim. By letter or wire or phone, an order comes to the sales office, always confirmed if it is phoned or wired. Acknowledgment is then sent to the customer, and the copy and the original order sent to the order department, numbered and written up on a regular form to be sent to that plant concerned. The original of this order to the plant is filed by the shipping department at the plant and the copy retained by the sales office. All orders are accepted subject to the approval of the sales manager and the credit department. They are therefore approved by the departments concerned before being sent to the plant.

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The shipping clerk has charge of the orders after they reach the plant and is subject to the instructions of the sales department in taking care of them.

### REPORT OF ORDERS SHIPPED

On instructions from the sales department, the shipping clerk at the plant lays out the loading program for each day. As the cars are loaded, bills of lading are prepared giving a description of the shipment, the name and address of the consignee, routing, etc., which bills must be signed and accepted by the local railroad agent in authority. A report is then made daily by the shipping clerk showing the names of the consignees, destinations, descriptions of shipments, car numbers, weights and similar information, and sent to the sales department for invoicing purposes. If the district office handles orders direct, a copy of this report goes to the district manager and one to the general office for checking purposes. From this report the sales department, after making proper extensions, inserting rates, prices, etc., prepares the invoices. The invoices are mailed daily to the different consignees reported. Usually some incentive is offered for prompt

payment of bills, and the invoice allows a discount for cash received within a certain time, usually ten days, and also provides a final period for net payment.

#### SALES OFFICE FORMS AND RECORDS

A sales manager must keep constantly in touch with the business that is done, determining where it may for some reason be decreasing or where it may be increased. The nature of the business will have much to do with the detailed character of the records to be kept. The salesman, being the man on the ground, should be able to furnish and keep constantly up to date, records that are indispensable to the sales office. Generally speaking, such information as the following is valuable; name and address of the dealer, the name of the owner or manager in charge of the business, the brand or brands handled, what his volume of sales normally runs, the quantity which he has on hand. It is well also to mention quotations made in order that these may be checked. When a dealer may be in the market again should be reported. His attitude toward the salesman and his company should be known. Any claims or cases of dissatisfaction should be carefully investigated

and reported. The prospective business in the territory, such as proposed construction, is welcome. The salesman can make his report a perfect barometer of conditions in the territory which will enable the sales department to follow up all cases of dissatisfaction, all prospective business or other detail that may need attention from the office. In this report the salesman can ask for whatever cooperation or information he may need, and make any suggestions that will enable the different departments to give the customer or prospective dealer the service that he should have.

The reporting of shipments furnishes a valuable record. Suppose that we have a record of each customer giving such details as dates of shipment, factory numbers, car numbers and initials, routing, quantities shipped, the dealer's order numbers, prices per unit, freight rate and destination. Such a record gives a graphic standard for future use.

The route sheet is indispensable, acting as a saver of time and expense and having statistical value of importance, enabling the sales manager to obtain such information as the number of towns and dealers called upon per day, the average expense per call and the average time spent with each dealer.

Some companies find it profitable to prepare these route sheets in the office, while others leave the preparation to the salesmen.

The tickler or follow-up system of the sales office is very important. Matters which should have attention periodically or at special future dates are placed in files to be returned when needed again. At the suggestion of the salesmen and with their cooperation many special letters, or advertising must be sent out at certain times to certain persons. The follow-up system brings all of these matters before the sales manager daily for his attention.

In the sale of certain kinds of material, like building material, it becomes necessary to protect the price until a job is completed. This is done by contract. These contracts provide in substance that regardless of any changes of price in the market, the material for the work described will be furnished at the price fixed in the contract. This enables the contractor to bid on work at fixed prices. For some time after the war there was a strong tendency not to protect prices in this manner. Contractors were forced to go into the open market and purchase for the owner of the building at prices prevailing, charging a certain commission for their work of construction and supervising.

These contracts and the records and reports of shipments thereon are important to many a sales manager. He must know that the material which he has contracted to furnish goes into the work for which it was contracted and is not sold on the market which may in the meantime have advanced materially. It is needless to mention the convenience and necessity often of such articles as good maps and charts and the accessories for marking and changing them from time to time with information valuable to the sales office. Companies now specialize in this line of equipment and have many things to offer.

#### HIRING SALESMEN

Is there a man in the business who can interview a salesman for a reasonable length of time and on the strength of what he claims to be his knowledge of men, judge him correctly? There is not! Hiring salesmen is important and it takes time. If we are to have the men with the characteristics which have been dwelt on in the first pages of this volume, we can not hire on a single interview, nor on the judgment of one man. We want our salesmen to have personality, to be able to command attention, make the customer listen and think and do,

We want them to look well, to have a pleasing manner, use good language, be tactful, energetic, honest, to pronounce and articulate well, to be active yet easy, sincere yet cheerful, thorough, resourceful, original, and to have initiative. These men can not be selected in one interview.

#### TO THE SALESMAN APPLYING FOR A POSITION

Let me say to the salesman who may be reading this volume, that he must be able to demonstrate his qualities in applying for a position. The greatest mistake that applicants make is in failing to realize that their purpose in applying is to try to sell their ability and service to the sales manager. Many of them never come back a second time. Hopeless would they be as salesmen if they were to carry out this practise. Give the sales manager plenty of opportunity to judge you. Some men make a good first impression but do not wear well; others, like good wine, get better with age. If your history is good tell it. If you have had to fight to get along; struggled for your education; "plugged" along since you were a boy, tell it. Prove that your habits are good; that you are conscientious, desirous of learning, industrious, wanting to be doing something worth

while instead of gambling and drinking or otherwise amusing yourself. Come down to brass tacks quickly in your conversation. Be earnest, enthusiastic, meet objections as well as possible. Watch your voice and language, and be a good listener as well as talker. Sales managers look for character. They want the man not only with the ability but who is willing to work, honest, economizing to a reasonable degree in his expenses, looking after the interests of the company as if they were his own; not leaving the field on Saturday for a long trip to his home and losing that Saturday's business; not leaving home on Monday morning for the field and losing that Monday's business. They want the steady fellows, the grinders who can show steady increases, persistent, willing to learn and obey; honest and loyal. Those men will go higher; you can not stop them.

Even the matter of hiring can to a certain extent become standardized. By the experiences which we have had in the past we learn what to look for and avoid in the future. The forms of application should be sufficiently in detail to get an expression from the salesman on important matters, bringing out not only such details as personal history, experience, and other information called for in the usual stereotyped



form of application, but serving as a kind of brief preliminary examination of the salesman's qualifications for the position.

The nature of the sales work required will have much to do with the character of the men to be hired. Some organizations regard their work of sufficient importance to insist on having none other than men who have had college or university training. This is said to be the latest policy of one of the largest plaster and plaster specialty companies in the country, which company has also taken a great step forward in the training of the men already in their employ. Companies insisting on standards as high as this are necessarily in position to offer inducements for retaining such men in the future. Here is a step toward standardization in employment of salesmen that will be followed by others just as important. Some companies have in the past preferred to hire salesmen who were technically trained, but have not insisted on this training provided it could be later acquired.

#### THE TRAINING OF SALESMEN

Fifteen years ago or longer, one could step into the offices of the transportation department of any city railway company and find a

department for training motormen and conductors and other employees. On the platform of the instructor would be a controller and possibly the front and rear platforms of a car if not an entire car. The general appearance would be that of the lecture room of the university. Every man who expected to take a position was compelled to take a course of instruction, and after being employed to keep "brushed up" with lectures, demonstrations, etc. Written examinations were required by some companies before giving employment. Hypothetical cases were presented for the applicants upon which they were to pass judgment. Since that time we find special instructions being given in almost every line of business, in every department. Manuals, some of which are as comprehensive as a complete course in business study, primers, bulletins in series, house organs, conventions and other means are all the result of this idea of giving proper instruction to the salesman. Bulletins serve to keep the interest alive, and to present facts that are timely and of immediate importance. Many of the smaller organizations depend entirely on bulletins to keep the salesman instructed. Very complete correspondence courses are now being given by some large

concerns to their employees. One of the largest gypsum companies is in this manner instructing its salesmen. Such subjects as building plans, reinforced concrete construction, plaster and plastering, are taken up and written examinations periodically required.

#### WORKING WITH A DEFINITE AIM

A definite aim or set task, a pace like that demanded by the athlete, makes men do better work. Let the quota be set for comparatively short periods like weeks or months rather than years, and the spirit of rivalry will bring much better results. We are born with an instinct for combat and rivalry which explains the success of contests, quotas and other means of stimulation. But there must be prospective gain or reward, without which effort to make quota or win contests is as uninteresting as poker without money to a professional gambler.

Just as important to the success of the contest or other set task is life and action, vividness and realism. This demand is met by letting the organization represent ball or rowing teams, horse races, football and other popular sports. The scores of the salesmen accompanied by a newsy bulletin are sent out periodically,

interspersed with wires, personal letters, telephone calls, etc., to keep the men thoroughly in action. The value of a contest was brought home to me a short time ago when the salesman of another organization selling advertising specialties had been calling on me for a large order of Christmas greetings. He worked incessantly for several days and finally, upon landing the order shook my hand and said most enthusiastically: "There, that puts my bunch in the lead again. We have a big contest on and I could not leave the city without your order."

Establishing bonuses is very common practise in all lines of business including retailing. In most cases it is comparatively easy to fix the basis of the bonus and in others it is difficult because of the nature of the business. In the cement business it is difficult to establish bonuses because we can not point directly to the amount of tonnage for which the salesman is accountable and should obtain credit. The cement company builds up a fixed line of patronage, the dealers once buying the brand continuing to do so exclusively until they find good reason to change. Their orders come mostly by mail. The business which develops is often unusual especially in the large cities where

great constructive programs may be in progress. The point system seems to be the only satisfactory way of applying the bonus in such cases. Certain points are allowed for certain good work done, each point representing a fixed amount of reward, as one, two or three dollars. This gives a flexible system by means of which the salesmen can be encouraged to improve in different ways in which they may be lacking or weak. For any negligent omissions or commissions, deductions may also be made provided their total does not affect the amount of salary allowed, should the deductions be more than the total amount of bonus accumulated. Such a system makes it possible for the salesman to make, with a perfect score, an additional amount of money each month depending on the size of the bonus planned. Good judgment on the part of the sales manager and the tendency to be rather liberal than narrow in the application of the bonus will keep the salesmen pleased and interested in meeting the wishes of the company in doing their work. Points of efficiency and inefficiency are constantly brought before the salesman, of which information he is bound to take advantage if he be reasonably conscientious.

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### MEMORANDUM OF BONUS ALLOWANCES\*

	Points Allowed
Good appearance, cleanliness, courtesy and pleasing manner.....	10
Knowledge of selling, including knowledge of the company and its goods or proposition.....	10
General ability displayed in the field	15
Reporting and cooperating.....	10
Obtaining contract and other business for the local dealer.....	10
Economy in the expense account, routing and generally.....	10
Perseverance and thoroughness....	10
Obtaining new dealer accounts and holding old ones.....	10
Other good work not mentioned but regarded by the sales manager as worthy of credit.....	15

For wilful or negligent failure to cooperate as outlined above, the sales manager reserves the right to make deductions equivalent to those mentioned. This arrangement shall in no way interfere with the agreement which has been made regarding salary. The bonus allowed is three hundred dollars maximum for the year, which until further notice shall be credited and paid quarterly.

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\*This system may be changed from time to time to suit conditions which may arise.

## RELATION OF THE SALESMAN TO ADVERTISING

You have seen the illustration of the tug of war between two calves each after a pail of milk just out of reach. They tugged and pulled but neither got anywhere. Finally they decided to pull together with the result that they went first to one pail and shared it, and then over to the other.

Possibly an advertising campaign, in spite of the salesmen, will pay, but it will pay much better with their cooperation. Why should any salesman take a position against the advertising campaign? He can not afford to do it. Goods are often sold on the strength of proving to the customer that he is to be supported in his selling by a satisfactory advertising campaign nationally and locally. It has often been proved that advertising holds the old accounts and helps wonderfully to obtain new ones, many dealers refusing to sell articles which are not advertised even though they may have a longer profit per sale, because of the difference in frequency of turnover. Instead of increasing, advertising decreases selling costs by increasing tonnage or volume. When distributed over the entire output the cost per unit is very small.

This saving in selling costs gives an opportunity if necessary to improve quality.

If the salesman can show the dealer how to dispose of his goods at reasonably frequent intervals at a fair profit with each turn, he has produced a strong incentive for buying. Advertising provides this means. The manufacturer is constantly carrying on an extensive national campaign. By means of window display, cooperation from the sales force, and local advertising it is an easy matter to link the advertised product with the store of the dealer, and with a continuing campaign the two will become associated in the minds of the buying public. If I were a salesman I would be looking for every opportunity possible to get the local dealer to advertise my goods. I would want to have my place in his display window, and in the prominent and appropriate places in his store, with other goods that are associated with mine. I would want to have my place in the other advertising which the dealer does in the newspapers or otherwise, in the street-cars, circulars, letters, on bill-boards; in the heads of his selling force. I would encourage him to be a strong advertiser with all of the latest and best ideas. Such a program would help his sales as well as mine. Being the man



on the ground constantly talking with the trade I would feel that I ought to give the benefit of my experience to the advertising and sales departments by making whatever I regarded as valuable suggestions.

#### CREDIT AND THE SALESMAN

One morning a number of years ago, after spending a day's time and all of the energy and enthusiasm that I could get together, I succeeded in opening an account in an important city of Nebraska, the first that the company had been able to open there, after years of work. I was very much pleased, and a few days later walked into the sales manager's office believing that I had done the unusual. Among other matters he mentioned this new account with the following brief and cold comment: "I am sorry that we can not sell that fellow. His credit is absolutely worthless." Since that time I have not had to be told never to waste my time on a prospect that could not pay for what I sold him. We are building our selling ability on air if we do not realize the importance of getting the money for what we sell. Selling ability is not measured by orders so much as by profits. Profits and poor credits do poor team-work.

In some lines of business the credit risk is much lower than in others. Bankers and lumber dealers will be a comparatively good risk, while a cosmopolitan trade like that of the large retail store, will make the risk much greater. In any case the salesman must have a knowledge of the fundamentals of credit, and cooperate with the credit department to see that the company is protected. This requires thought, tact, good judgment, care and resourcefulness.

Let us see how the credit man opens an account. First he is very careful to get the correct name and address. There are so many people with approximately the same name that it is an easy matter to investigate the wrong person. The credit man regards as very important the personal interview in which in his subtle yet apparently innocent manner he obtains from the applicant such information as references, the name of the employer, if married,—the full name of the husband or wife, whether or not he boards or keeps house, the names of the companies with whom he carries fire or life insurance, the name of the savings or checking bank account and at least three references. If a salary is small it may be necessary to garnishee it; consequently the place

for doing this must be known. In this connection it must be remembered that the married man can claim certain exemptions in case he is sued for debts. If he has household goods, therefore, the credit man must know how much their value under forced sale exceeds the amount of the exemption allowed. Fire may destroy the goods in which event the policy protecting them would be garnisheed, which makes it important to have a record of the policy and its details. The credit man seems to consider his ability to size up individuals worth much to his success; he lays much stress on honesty and character and habits.

The single man is not regarded as nearly so safe a risk as the married who has more at stake, and is more stable and responsible. Some credit men, strange to say, regard many salesmen as poor risks; with the life insurance solicitor for example they include barbers, waiters, bar-tenders, Greeks, theatrical performers, book salesmen and any commission canvassers. We have always been ready to defend the credit of the high-grade salesman. The man who is sued often or who is looked upon as being reckless or extravagant in habits, who buys furniture and other articles on contract, or who has a judgment or chattel

mortgage against him is refused almost peremptorily by the credit man. If further investigation is desired credit reporting bureaus can generally give good information over the telephone. Then in addition to this the credit man often wants his own investigation. He follows up the references given, obtains the limit of credit given by other concerns and their estimate of the applicant's honesty and character; learns if the applicant owes them anything and how he pays; how long they have known him and dealt with him. He calls the employer and determines his salary and how long he has been employed and what he thinks of him. Then the credit man sends the investigator to the neighborhood, looks over his household goods to place a value on them, learns how long he has lived at the present place. He calls on the neighborhood stores and others who may appropriately throw light on his character and worth. In fact the honesty of the applicant is tested by investigating every claim that he has made in the effort to obtain credit. If everything looks favorable credit is extended.

The applicant for credit may be the dealer instead of the individual. The retail salesman is protected by the credit department. The salesman in the field has much more responsi-

bility since he is often called upon to open new accounts. What shall we learn about the dealer before agreeing to ship him an important consignment? We must have his history; his age, how long he has been in business, the character of his store or plant and its location. We must know about his stock, the quantity and character of it, and whether or not it is insured. We must know whether or not he is a good business man,—a good manager, good buyer, with good temperate habits, with no financial troubles that are serious, well thought of and recommended in the community, especially by other business men. Then we must know whether his business is progressing or standing still; whether or not he is methodical, keeping his books well, looking carefully after costs and expenses as well as profits. His pay-roll, rents, and other costs bear on this. Then it is important to know that he carries liability insurance if necessary because a judgment might put him into bankruptcy. If he has other interests or other property besides his business this helps his standing for credit. These are hints which may be of value to the salesman in determining the standing of an applicant. It is important to keep in mind the importance of cooperating with and receiving cooperation

from the credit department for the constant protection of the company.

#### WATCHING THE CREDITS

Credit risks which at first are very favorable may later become dangerous. If the salesman finds evidence of neglect in management, stocks are deteriorating, accounts are running heavy, the dealer is living extravagantly, drinking, having trouble with his family and trade, or if he is apparently getting ready to sell or leave, this should be conveyed immediately to the credit department. If he has been sued, or has given a mortgage on his property or done anything that might weaken his credit, this also is important information that should be given the office immediately. Attention to this matter of credit will bring out the best, most methodical ways of investigating each case. It is too important not to have careful study and alertness on the part of the salesman.

#### THE SALES CONVENTION

We can not make a vaudeville show of a convention, yet one of the first thoughts should be to make it interesting and full of action. Min-

gling with the serious must be something to relieve the monotony and tensity. Appropriate decoration, plenty of appropriate cards and illustrations, equipment that will serve for demonstrating, the moving-picture machine, music if possible, and the burlesque demonstration are features which are used to advantage. Sketches or playlets carrying out important ideas are effective. The burial of Alibi Ike by the Todd Protectograph organization and similar features by other concerns are never forgotten by those in attendance. Action is the secret, continued and varied, one feature after another. This means that the length of speeches must be limited, stopped with the gong if necessary. The leader must be carefully chosen. His personality may veil the whole affair with saffron if he can not enter into the spirit of the meeting in proper manner. Active participation in the program makes it more interesting. Having the salesmen themselves prepared and putting them into action is effective. But they must be prepared and limited in time or the work will be unsatisfactory. No convention is completely arranged unless provision is made for obtaining stenographic notes of proceedings and discussions and furnishing them to those in attendance.

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### SELLING BY TELEPHONE OR TELEGRAM

Some time ago I took charge of an organization that was new in certain western territory. Competition was keen and plentiful. Dealers in that particular line of business preferred to continue doing business with the one company, only, with which they had been dealing perhaps for years. To break into a field so firmly fixed in its methods of purchasing required most intensive work. The salesmen were doing their part, yet the unusual was necessary. Every day as the salesmen's reports were received they were carefully scrutinized and classified, and filed for following up. The result was that daily we were telephoning and sending night letters to certain dealers with some message based on the suggestion of the man in the field, or on the judgment of those in the office. The results were most satisfactory. I remember one sale of fifteen thousand dollars' worth of material that resulted from a telephone call, and a night letter that brought six carloads of business.

With the cooperation of the salespeople in the retail store a surprising amount of business can be developed by telephone if the matter is handled properly. Every salesman can have



his group of friends who will be glad to be called during quiet hours to be informed of a sale, or of the arrival of some new line of hats, dresses or other articles just received. The woman who likes to do the original in entertaining will be pleased to know that the first strawberries of the season are in. Instructions in the proper methods of handling the telephoning will be necessary and in most cases an understanding with the customer. It has its difficulties and yet can be developed into a very profitable feature of the sales work. The person at the receiver has much to do with the success of the plan. In many cases the sales manager himself will be able to obtain remarkable results when others would make no headway; in this respect, much like the power of a letter or suggestion, the effect depending on the weight behind the telephone.

#### THE SALES LETTER

The sales letter has come to stay as a fixture of the sales department. It is as necessary a part of the organization as the salesmen themselves. It has its place which can not otherwise be filled. Before the salesmen go into the field for a new company, the letter in series takes

its important place with the advertising, in doing the preliminary work. The salesman is relieved of all the work that can be done satisfactorily by the latter. Many companies depend entirely on letter-heads, and will not permit their salesmen to call on any one who has not been interested enough to respond. The letter and accompanying advertising in the trade papers obtain the attention and interest, and possibly desire. For many companies it even obtains the orders.

After business is established the letter takes its place on the program of cooperative work, intensifying the work of the salesman wherever possible. Regardless of how much argument the salesman may present and how forcefully, along comes the letter and folder perhaps with its stress on some important article which the salesman may have overlooked, making the appeal in another way, and from another angle, and gets the business. The letter helps to strengthen impressions that have been made, suggests things that the salesman has forgotten, refreshes the memory of what the salesman has said, and does it in a quiet, pleasing and forceful way. Many a letter can be sent by the sales manager himself to certain dealers or customers made as direct and personal as possi-

ble, which will have weight enough in many cases to obtain business that has not been otherwise obtainable. Whom to write, what to write and when, can be planned with the co-operation of the salesmen. Their reports will give special information possibly of a personal character and at least of special interest which can be taken advantage of in framing the letter. Possibly these letters can be prepared in groups for the many dealers who are reported in the same manner. Certain form letters made of selected and well prepared form paragraphs sent out with the sales manager's signature are frequently used. The purpose of the work must be known to the salesman who with proper instruction and understanding of the situation can give reports which will enable the framing of strong and pulling letters. We will say more about the sales letter in another chapter.

## T I T B I T S

### For Thinking Salesmen

Mr. A. W. Ambrook,  
Concordia, Kansas.

My dear Mr. Ambrook:-

Just a word this time about the dealer in the small town. If you have ever been in the

great redwood forests of California you have wondered where is concentrated the great strength that keeps these trees standing against the storms of time. Examine the roots, however, and you will find them of every size, large, small, long and short, interlaced and extending in every direction through the ground. One little root does not mean much. Taken together they keep these trees as firm as the hills that surround them.

One little lumber dealer in a small Kansas town may not mean life or death to his company. Let us have thousands of them, however, and a constant and dependable stream of orders will make the company as firm as the great redwood tree. Our experience with many other plants has convinced us of the importance of getting the little dealer into our great family. He has his place with us.

I know that you see the point, Mr. Ambrook.

LJH. ECD

.....  
Sales Manager.

Postscript: Can I be of any assistance to you?

### TIT BITS

For Thinking Salesmen

Mr. Neal Burgess,  
Hastings, Nebraska.

My dear Burgess:-

Have you a well planned way of keeping your sales talks vigorous and interesting? The

lumber dealer comes into contact with many different salesmen. Some of these are able to get business and others are not. Why, Burgess? Because some of these men stand out more prominently in the dealer's mind than others. Some have called on him time after time and made no impression; he does not remember them or whom they represent; is not interested.

If you can find a way to make your salesmanship stand out, separate and apart from the work of other salesmen; put your personality more prominently in the mind of the dealer than are the personalities of the other salesmen, you increase your chances of getting business. Enthusiasm may be dampened by monotony which creeps into the salesman's work if he does not study the means of keeping his talks vigorous and interesting. A weak battery won't start a car, or keep it going.

Your experience in the field and your thought on the subject will reveal to you things you might do or say that will make each visit a lasting impression on the minds of your dealers. The resulting interest will add impetus to your work and keep your enthusiasm at proper pitch.

Burgess, later you are going to say that this was a good suggestion.

LJH. ECD

.....  
Sales Manager.

TIT BITS

For Thinking Salesmen

Subject: *Making the Most of Our Limited Time with the Dealer.*

Dear Westergaard:-

If your spare time ever becomes a demoralizing drag on you something is wrong. Our records show that certain of our salesmen spend only a few hours of the twenty-four in actual contact with the dealers. The rest is spent in traveling, sleeping, eating and other ways. These striking figures are taken from the route sheets of the last year and are fairly accurate.

How important it is then to spend one's available hours in developing salesmanship to the greatest intensity, getting every possible benefit out of the limited time that one has with the dealer. There must be good head work; constant thinking of the next best thing to do; constant activity in the right direction. Perhaps by writing a few good letters to some of your customers or prospects you might get some surprising results. There is a way to reach every dealer and we must find it.

Keep your personality radiating. Watch your appearance, your language, your manner. Keep up your courage and never let your persistence wane. Your resourcefulness will find the way.

I surely am pleased with the way your work is improving.

Write me a good personal letter telling me all about your work and how you like it.

LJH. ECD

.....  
Sales Manager.

Note—Letter sent especially to new salesmen.

#### THE HOUSE ORGAN

Many of our large selling organizations have developed the house organ into an indispensable publication. Something in the form of a booklet ranging in size from the single page to a good-sized magazine is sent out periodically. The size of the corporation publishing the organ and the extent of its business, will determine largely the size and circulation of the publication. Some manufacturers send the house organ to the dealers and jobbers with whom they do business or would like to. Others use it largely for stimulating good feeling and interest among employees, and for information of stockholders. One large western oil refining company which controls the fields of Wyoming, publishes a house organ of this kind monthly. It is filled with interesting articles and information relating to company matters, matters

of personal interest to the employees, bits of good advice, articles by officials regarding operation and conditions, all augmented by plenty of good illustrations. Still another type of house organ is that used by large retail establishments for a store paper or magazine, which serves the purpose of promoting loyalty and interest among employees as well as greater efficiency.

The house organ offers great possibilities for the sales department that wishes to emphasize the work of its salesmen; whether it be by furnishing corroborative suggestions regarding such things as selling in different seasons, displaying the manufacturer's goods to best advantage in the display window, on the shelf or counter, or in the show-case; furnishing information regarding the handling and care of stock; the proper methods of storing such articles as cement, plaster and other materials; the best methods of advertising locally in the newspapers, etc., of selling most efficiently in the store; of preventing complaints or taking care of them when they arise; of educating to uses or adaptability; or possibly of furnishing general information that may be of interest to the trade. It gives an opportunity to discuss business in general, government statistics of



interest, what others in business are doing, everything that might seem to be appropriate for the particular publication.

Dealers in cement like to know something about the mill that makes their product. The process of manufacture is interesting. Descriptions, well illustrated, of different parts of the process make good material for the house organ and give the dealer what he should have if he is to sell the product intelligently. The building news, the plans of the State and National Highway Departments, the money situation, the future of prices,—all articles of this nature are read with interest by the lumber dealer who buys cement and plaster. In fact there is a field for drawing information that is almost illimitable for any type of house organ.

The house organ is one other means of co-operating with the salesman in developing and holding business. It supports him in his work, reinforces his position, corroborates his talks and serves to fix in memory what should be placed and kept there. The salesman will be in position to give valuable suggestions as to the content of the house organ which will help to keep it interesting, up-to-date, and valuable as a selling agency.

## COOPERATIVE ADVERTISING

Many organizations find it to their advantage to place most of their advertising under the management of a central bureau or association. Such associations have their headquarters in the largest cities where they may enjoy the advantages of their great purchasing power, and the services of the best artists and advertising experts. Instead of sending out advertising themselves, companies are able to have this sent direct by the association often with the company's name printed thereon. In this way the small as well as the large organizations belonging to the association enjoy the advantages of the great educational and promotion work that is accomplished. These associations extend now to almost every line of business. One of the greatest of them is the Portland Cement Manufacturers' Association with headquarters in Chicago. Branches are located in every section of the United States. Men in charge of these branches devote all of their time to education and promotion. In the general headquarters is a complete research laboratory for the study of problems of a technical nature. Here also may be obtained the cooperation of department heads who are specialists in their

particular line. Brick manufacturers, plaster manufacturers, producers of lumber, fruit growers, all have their associations.

#### ESTABLISHING CONFIDENCE

Confidence is a necessary element of business. The greatest operations of business depend on credit, and credit rests on confidence. It is confidence that overpowers the instinctive tendency toward cautiousness, the feeling that makes us want to be shown. In every branch of selling we demand proof; the man who writes copy must produce his proof. The salesman in the field and in the store must be ready to give it voluntarily because it is expected without the asking.

Business men sometimes overreach themselves in their first attempts to establish confidence by offering goods on consignment,—too much of a risk. With nothing to lose the dealer takes no active steps to sell. By qualifying the consignment in order to obtain interest and active cooperation much more satisfactory results will follow. Offering to exchange unsold goods that are consigned, for others, instead of permitting return and refund of money is much more satisfactory. Or guaranteeing to take

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back goods after a fixed period provided the dealer agrees to do certain advertising and display and to lend the cooperation of his sales force during the period mentioned,—a week for example, has been found a safe practise. It will help to establish confidence if we offer to prove at our own expense what we claim for our goods. Guaranteeing wear for a certain period seems often to have been successful in establishing confidence. Large retail stores will permit the return of goods without question, depending entirely on the honesty of the public. Pianos, victrolas, dictaphones and other instruments are placed at customers' disposal free of charge. Confidence once established makes selling easier and less costly. Dealers who have become satisfied with one product of a company and with its policy will be much more easily influenced to purchase others that the company produces. Confidence has been established in the word of the salesman, and in the letters and advertising of the concern, and consequently in the goods.

## CHAPTER V

### THE SALES LETTER

THE sales letter has grown to be a great force in business, with the character and the life and the force of a living salesman. It does everything in selling but talk and think. Next to the personal presence it is the best substitute yet discovered. Its power is demonstrated in the tremendous amount of this kind of mail that is constantly going from place to place. It can be made to lead the buyer through the different steps of making the sale, often even to the point of getting the order. How very important therefore that this letter be correct in every detail, written on proper stationery, and that it be framed in such a way as to be most forceful, most effective.

### LETTERS LIVING PERSONALITIES

We have come out of the rut in writing sales and business letters. The stereotyped forms of the earlier days are going. The formal, dry,

cold and lifeless letters of yesterday are being molded into letters of flesh and blood, seeming to think and talk. as the man who writes them thinks and talks.

#### THE CONVERSATIONAL TONE

If our letters are to represent the living, thinking, talking person they must act as the living acts. They must properly introduce themselves, sit down and talk face to face to the customer. They must impersonate the salesman himself by using the personal, direct and conversational tone. They must avoid old and stereotyped forms, use good plain English, with no *insts.* or *ultimos*, and without overdoing, they must use the pronoun "I" occasionally. They must have good clear, every-day, conversational English, well selected, well put, and yet preserving the required dignity.

Gardner in *Effective Business Letters* has a list of stock phrases well worth studying. He mentions the following:

*Advise*—of legal origin and overworked. Confine as much as possible to the giving of advice. Use "inform us" or "tell us."

*As per*—of legal origin. Say "according to."

*At hand*, or *has come to hand*—obsolete phrases. Say, "We have received."

*Beg*—as in “beg to state,” or “beg to advise”—relics of formal courtesy, sounding unpleasantly servile to-day.

*Contents carefully noted*—intended to have a courteous sound. Meaningless and occupies valuable space.

*Esteemed*—as “your esteemed favor.” The word is obsolete in this use.

*Favor*—wrongly used to mean “letter.” A favor is a kindness rendered; a letter may do an act of kindness, but it is not itself a kindness.

*Hand you*—obsolete. Say “send you.”

*Herewith*—in the phrase, “I enclose herewith.” This word when used with reference to letters means, “in this envelope,” an idea already contained in the word “enclose.”

*Inst., ult. and prox.*—abbreviations of the Latin words “instant,” “ultimo,” and “proximo,” and used in legal documents to mean the present, the last, or the next month. Designate the month by its name.

*Kind*—often misused, as “your kind favor,” “your kind order.” Another relic of servile courtesy. A superior might write a kind letter rebuking a thoughtless girl in his office, or thanking an employee for a service, or the like. The word should be reserved for such acts of personal consideration; not used in ordinary letters or orders.

*Oblige*—“and oblige.” This makes a weak ending to a letter.

*Our Mr. Jones*—an inelegant expression in referring to a salesman or representative,

which is gradually giving place to "Mr. Jones, our representative," or merely, "Mr. Jones."

*Proposition*—a word that has become business slang, and is used to mean almost anything. It really means a proposal or undertaking.

*Pronouns or articles omitted*—as in the phrase, "Order received and will forward goods at once," for "Your order has been received. We will forward the goods at once." Omissions of this kind have no other excuse than laziness. They make a bad impression on the reader.

*Same*—wrong when used as a pronoun, as "We will give your account credit for the same," instead of, "We will give your account credit for *it*." *Same* is used in legal documents to give precise reference, but it is antiquated. In business letters it is the most persistent among the condemned stock phrases. It is always easy to avoid by the substitution of "*it*," "*they*," or "*them*."

*State*—is overworked and formal. *Say* is usually better.

*Valued*—see *esteemed*.

*Writer*—wrong when used in the mistaken belief that it is improper to use the first person, as in the sentence, "Your letter has been referred to the writer," instead of "to me." Where there is cause for telling your share in an action, the first person is correct and graceful.

*Would say or wish to say*—as in the letter, "Replying to your letter, would say...." An



antiquated and wordy construction. Give your answer directly.

*A letter to the dealer who prefers to buy in small carload lots:*

Mr. J. A. Gardner,  
Orleans, Nebraska.

My dear Mr. Gardner:-

I can see where you can keep down your investment in cement, make it easier to discount your cement bills, turn over your stock more frequently and keep it fresh and more desirable by buying in small carload lots. If you can not conveniently handle large loads we can ship you 30,000 pounds—80 barrels—and still give you the carload price on account of the low carload minimum effective in this state. In order to do this we will load your order with another going your way and save the use of a car.

During the severe car shortage just passed many cars contained two loads in order to save equipment and at the same time give dealers this unusual service. If you have limited storage room you will want to take advantage of this opportunity. Why not fill out this letter and return it now?

.....

LJH. ECD

Sales Manager.

.....Cement Company,  
Kansas City, Mo.

Gentlemen:- Ship me a small load of cement

.....

Signed.....

This dealer has been reported as preferring small loads. He also has been impressed with the car shortage. The idea of being able to discount for the small amount appeals to him.

*Sales letter soliciting plaster business*

Dear Mr. Sheets:-

Do you ever stop to think that a plasterer has a good tiresome job pushing a trowel all day long, reaching in every conceivable direction? And do you not realize that if you can make that plasterer's work lighter by getting the trowel to slide easier, over an easy working plastic coat you will make him a good friend and customer? Now, just one other thing:— If you can say to the farmer or other customer that a plaster will make his wall as hard as a sheet of steel, isn't that good talk? Won't that help to make him buy your plaster? Surely it will.

In making our plaster we use about twenty per cent. of pure gypsum mixed with gypsite, from which dark plaster is usually made. This

process gives the plaster the easy working as well as hardening qualities. We can do this without extra cost because we have both kinds of raw material, a very unusual condition.

If you wish to handle the best that plaster science has developed use ..... Plaster. If you wish to please your plasterer, make his work easier, make him advertise your plaster, use ..... If you wish your new house owner to put his thumbs in the arm-holes of his vest and smilingly show his newly-plastered house, use ..... And as popular as this plaster is we can give you service that is just as good as the plaster. Do you not think you had better wire me now for a load? You are going to need plaster soon.

Yours for a smiling plaster trade,

LJH. ECD

.....  
Sales Manager.

*A letter strong in attention and interest value, bringing out information that is vital to the dealer in cement*

Dear Mr. Foster:-

You will see when you read this letter that we could not safely make this offer to many of our friends. This morning we went over the map and selected just twenty-five dealers, including yourself, to whom we could safely say what we promise here.

There is not a dealer in America who has not talked about car shortage, poor service and lost

profits because of his inability to get cement when he wanted it. You have thought about it; talked about it many times, haven't you? Now here is your opportunity. Right down at your good door-step we have opened a new plant, with big capacity, located on five different railroads. If there was ever an opportunity to get cars, here it is. If there was ever an opportunity to save cars, here it is again, taking only fifty miles of railroading to serve you while heretofore it took five hundred.

Tell me that you will take advantage of this unusual offer if we will guarantee to give you service when you want it, and all the cooperation that this large organization can give. That sounds good enough to you, doesn't it? Just reverse a telephone call to me now and let me tell you more about this. I am holding the copy of this letter until I hear from you.

Yours for less worry and bigger profits.

LJH. ECD

.....

Sales Manager.

*Sales letter dwelling on service and resulting profits*

Gentlemen:-

During the last ninety days did you lose twenty, or twenty thousand dollars' worth of lumber business because you did not have cement? Are you going to lose again next season?

A dealer from the southern part of Nebraska claims to have lost a twenty-five-thousand-dollar order because he could not get a car of cement. It is going to be worth a good deal to you to have cement this season when you need it, and we can see that you have it. Our new kiln will produce another thousand barrels a day. If you want a part of this thousand, please return this letter to us immediately and we will place you on our list of regular customers.

By the way, gentlemen, the car of cement which sold the twenty-five-thousand-dollar order was a car of .....

Yours for another big year.

LJH. ECD

.....  
Sales Manager.

..... Cement Company,  
Omaha, Nebraska.

Gentlemen:- Please let us have a part of that extra thousand. We use about..... carloads a year.

Signed .....

By .....

Dear Mr. Erickson:-

I believe we can relieve you of some of that worry which you are having in connection with your cement business. I can hear you saying that it is a durned hard job to know just

what to do in times like these. The good company with which you have been doing business has treated you right, you say, and why should you go back on them?

Now, Mr. Erickson, we have been in this same boat ourselves. Some of our good friends are selling customers that we had in the early days and we are glad of it. They deserve this business because they are on the ground. The increase in population has made the location of new plants necessary in that territory. Maybe a number of years ago the dealer in the next town sold lumber where you are now doing business, but conditions have changed and surely you are right in believing that you are entitled to that business to-day.

In these times when service is so important to you and short hauling so vital to the car situation, I am sure that you will see the wisdom of buying from the nearest plant. I am really hoping that this letter will come back with an order. We must have you in our great family.

LJB. ECD

.....  
Sales Manager.

Dear Brown:- You are right. I am going to buy my cement close to home and help save cars. Enter my order for ..... car-loads for shipment within.....days.

Signed .....

Note: The salesman's report of this dealer states that his service is not so satisfactory as it might be; the car situation is affecting him in different ways. The letter is framed on the strength of the salesman's report.

## THE APPEARANCE OF THE LETTER

To some extent we can tell the character of a man by his home and the way it is kept, his business and the way it is run, his associations. You probably have received correspondence written on cheap ruled paper. How did it impress you? You have received correspondence also on good, sensible, neat and appropriate stationery; well written, with a ring and tone that made you feel that the one who had sent it had brains, and character, and personality.

The appearance and contents of the letter, which is expected to take the place of the salesman, or to cooperate with him, must surely be looked after carefully. The size of the stationery, the printed or engraved parts such as the letter-head and date line should be in their proper places. All other details such as the location of the salutation, the width of the margin, the indentation of paragraphs, and the general balance of the letter should be looked after. And in this day of doing things in the modern way the letter must, by all means, be typewritten or printed. All of these details tend to give what we find necessary in every branch of selling,—good feeling-tone.

## MAKING THE SALE BY LETTER

We now have the letter in a good suit of clothes. The size is standard. The location and appearance of the printed or engraved matter is proper. It is ready to talk business. In the chapter on making the sale the claim is made that this process is fundamentally the same no matter by what means we attempt to sell. Let us see whether or not this applies to the letter. Experience has proved that a large percentage of the letters never obtain more than momentary attention. After being glanced at they pass into the basket. Therefore the first important responsibility that rests on the letter is to obtain and hold attention. As we have seen, volition itself depends on this. In order to obtain attention we are brought again to the laws that govern it which we may summarize as follows. Momentary attention can be obtained by suggestion or description or other vivid reference to size, or motion, or contrast, or isolation, or position. Unless the letter happens to be illustrated, which is not often the case, these incentives must be brought out in the wording. To bring out size, for example, we might start the letter something like this: "Twenty plants with thirty thousand high-



grade, well-paid men and women are constantly serving our customers." "Now that the new year is upon us, and the political unrest of the last year is over, the wheels of industry are turning in earnest to supply the great demand that is expected soon,"—motion or action is suggested here. These will gain attention, but it may be no more than momentary unless they are supported by something intrinsically interesting. Novelty is better if it is not overdone. It must not carry the impression of being forced for the purpose of gaining attention. "Dear Mr. Brown: I have just painted my whole store inside and out in blue. My delivery trucks, advertising, correspondence, everything that I use in my business is going to be blue; blue will be found everywhere. But it is going to be a good blue and mean a great deal to you." Here is a letter winning attention by a description of the unusual, the novel.

If we would obtain and hold attention in the letter we must first look to feeling-tone as we have already shown. Then we must direct the appeal to one or more of the fundamental instincts; to the great group of human interests, the many forms of human desire, the kinds of human emotion, to the many established habits. "Is your daughter looking for a good

position?" "You are not satisfied with your job, are you?" "How much interested are you in that boy of yours in college?" "Do not be ashamed of your home. Build it over for little money." "Is that baby getting the healthiest of food?" "Do not let the kitchen be a place of drudgery." "Stand by your son in trouble." "'Bully! Bully! That is a good smoke.' That's what your uncle Henry says every time he lights a ..... in our store." These are introductory expressions which appeal to interest, desires, emotions and habits. They ought to obtain attention.

#### HOW OBTAIN INTEREST

The inventor or the manufacturer has had some human interest uppermost in his mind. Here is something that will fill a certain need; meet a certain demand. It links itself well with the interests of the individual, helps him to save, make more money, do better work, secure an education, give the pleasure that he seeks, improves his home, benefits the son or daughter, lessens the labors of the mother. Obtaining interest is, therefore, a matter of bringing vividly before the individual the adaptability of the article to his needs or demands. The in-

dividual does not always realize what are his needs. The letter educates him to this, creates desires and demands, and then proves adaptability. This may be done often in the single letter and again it may require a series. Exposition, description, narration and persuasion will be used to convince, accompanied in many cases by the offer of such proof as actual demonstration.

We obtain interest also by appeal to such emotions as joy, surprise, reverence, hope, gratitude, and such emotional feelings as pride, love, faith, etc. The desires such as the desire for food, drink, sleep, sex, movement, living, pleasure, property, power and knowledge all have great interest value. The habits like smoking, chewing, knitting, hunting, sewing, reading, the social habits, all make us read when they are presented properly in the letter. Here is what the man who sells glassware writes in order to obtain interest and possibly desire: "Your friends will love the lure of gleaming glassware. Like fairy etchings of frost on a window, like lacy network of summer leaves is the tracery on sparkling ..... glassware. It lends an extra lure to the charms of a dainty table."

"Delicate as our patterns are their use is a

pleasure you may enjoy daily, as they can always be quickly replaced and so inexpensively! You need not grieve for 'broken sets' or too costly completing, with . . . . . lovely pieces."

The dealer who sells washing machines writes to the housewife in this way: "Happy sunny windows with crisp, frilly curtains—what a snug, cozy appearance they give as they are backed by gay cretonnes of smiling colors, or guarded by silent hangings of rich rose or blue! What a joy to see them always fresh and white. And how simple a matter with one of our new electric washers. Down come the mussed, soiled curtains, into the washer they go, and swiftly, thoroughly, the soapy, cleansing water swirls back and forth through them. In eight or ten minutes the curtains come out, all the original freshness and whiteness restored."

#### CREATING DESIRE

Desire is a consciousness of want together with the impulse to get what is wanted. This impulse of desire is what leads to effort and action. Some desires come only as a result of thought and deliberation and others are unintelligent and instinctive. Life itself depends on food, drink and sleep. There is always the

desire for these unless these desires have been satisfied. We desire movement; we long to live; we love pleasure; we strive to own property; we spend large sums of money and years of time and effort to acquire knowledge and power. Our desires are associated also with our kindred, friends, mankind in general, and finally with our God. The thing that we are selling will make its appeal to one of these if the letter is worded with this in mind. A large correspondence school writes to appeal to the desire for education like this:

“Accountants of every class are needed at once to accept responsible positions paying from eighteen hundred to five thousand dollars a year and up.

“You could secure such a position at once—if you could qualify. There are plenty of them open. The difficulty lies in finding the men—those who have had the necessary accountancy training to handle the work. They are snapped up at high salaries just as rapidly as they can be found. . . . Read the ‘Accountants Wanted’ advertisements that were clipped from one edition of a city newspaper and reflect on the shortage of accountants in one city alone. — has helped himself to secure salary increases equal to six times what he was earning two years ago. When you have completed the course you will be able to call yourself an expert accountant.”

## MAKING THE LETTER GET ACTION

To get action we must have the resolve or consent to do what the letter suggests. During the period of indecision and unrest, one motive is struggling with another, some inviting and others blocking the sale. The possible pleasure or pain that may result will add impulse; whatever appeals to interest, emotions, desires or habits. Attention must be held constantly. If we can succeed in keeping attention firmly fixed to the exclusion of all other ideas to the contrary the battle of decision is more than half won. The imagination is largely instrumental in volition and must be freely appealed to. We must not overlook the importance of proof; convincing that our statements are true. Finally we will see that an inducement is offered for ordering or buying to-day—*now*. We will give the letter a climax; try through what we have learned to be ideomotor action, to get results by suggestion. “Just call 864 now and ask us to send over a dictaphone for trial,” is an appeal to this form of action. Because people do not care to write or to be inconvenienced in ordering, securing possession will be made as easy as possible with such suggestions as “Pin a dollar to this letter and return it at my risk.”

## FOLLOWING UP WITH THE LETTER

In most lines of business we do not expect to sell on the first call, except to regular customers. The salesman calls time after time, in some lines for years, and then does not obtain the business. If it takes years for the salesman surely we can not expect too much of the first sales letter. We must send out the second one, and the third, and the seventh and the eighth, and then later we must send out more. Each of these letters has its definite work to do. Just as the sales manager lays out the detail to go into each paragraph, so he plans the work for each letter, the series just as logically arranged as the paragraphs of each letter. Perhaps we have an interesting little story to present. If it is interesting and well told it will make good material. It should not be made too long. The nature of the proposition will have much to do with this, but reasonable brevity must be regarded as a virtue in writing sales letters. Not more than a page is preferable.

The first of the series will be introductory, presenting the offer in a general way and making an effort to close the sale. The point of contact or center of interest or strongest features on which to focus, will be brought out in

this introductory letter. Each one to follow will be a reinforcement of the first, bringing out a point regarding the article, which proved, adds a certain amount of impulse. Point by point, probably not more than one to each letter, is proved by the series until volition results, the attempt being made in each letter to get final action through the coupon and other methods generally used for this purpose.

#### THE SALES LETTER AND THE SALESMAN

The salesman will do well to develop the ability to write a good sales letter. Whatever the salesman does in this respect will serve to reinforce the work of the sales manager and intensify that of the salesman himself. The period of actual contact with the buyer is limited to a small fraction of the twenty-four hours. There are times when the buyer is away and can not be seen until the next trip. There are extreme cases when he can not interview a salesman possibly for days and the salesman must leave. In many lines the period between calls is measured in months. No one can grasp a dealer's situation so well as the man who talks with him, the salesman. Many details of the interview can not be reported, yet they make their impression on the salesman and he



remembers them. Promises are given the salesman, sometimes with the idea that they will be forgotten. Situations are presenting themselves of which he may take advantage. With the aid of a good memorandum book the salesman collects this data and enters it in his diary for future reference. Two weeks after, or three, he finds that a dealer is due to send in an order, or that some important work is to come up for which there is a possibility of getting the contract. Out goes the letter from the salesman following up the matter and he gets results.

My first experience in the advantages of the letter from the salesman came when I wrote as strong a letter as possible to a buyer for a number of lumber yards in South Dakota, one of which was in the territory I traveled. A special trip would have required really too much time and expense for the business that might result, so the letter was used. It got the business. After that I carried my folding machine and wrote several letters daily to dealers who seemed to offer any encouragement. Many of these accounts eventually came to my company, and I attribute the success in a reasonable way to this program of continually writing letters in connection with my personal work.

## CHAPTER VI

### SELLING AT RETAIL

IN THE great system of industry and commerce called economic production, retail selling has a very important place. It is the last operation in the system of getting goods from the raw state, into the hands of the consumer in the finished state. In retail selling, the merchant takes over the responsibility of the seller in his relations with the public.

The first great difference that presents itself as existing between selling at retail and at wholesale is that the one selling at wholesale must reach out through his salesmen and advertising into a much larger territory than the retailer. The seller at wholesale may operate over an entire country or even into foreign countries. The retailer operates within a limited field measured generally by the circulation of his local advertising mediums. The second great difference is the fact that the wholesale dealer is not to the same degree in constant and personal contact with his trade as is the re-

tailer. The retailer is continually receiving a line of spectators and customers at or in his store. His business becomes a fixture in the locality. The public learns to know the store, its policy, the quality of its goods, its prices as compared with others. This close contact between the store and its trade makes it the more necessary that the store, its management, its salespeople and its policy be in harmony with the tastes of the trade.

Like every other great movement that occasionally spreads over a country, that of building up and operating the retail stores on an efficient and scientific basis has taken hold of the business world. The policy toward the public has been revolutionized, letting the customer become almost the infallible boss. Whatever the customer does now, right or wrong, is right. He is no more troubled with the rule of *caveat emptor*, which always left him on the defensive in buying, making him cautious, and suspicious and slow to purchase. To-day he takes no chances. We are making his buying a pleasure, giving him goods on approval, guaranteeing the quality in writing, letting him have plenty of credit, calling his attention to special sales by special letters, doing everything to please.

## 210 MODERN METHODS IN SELLING

### INVESTIGATING BEFORE LOCATING

The wise merchant looks into the number of industries, their character, the number of employees, the wages paid, the regularity of operation, housing conditions, working environment, permanency of population, social conditions, financial condition of the industries themselves, rents, nationalities, bank deposits and similar details. He looks into the surrounding country, the farming community and its relation to the city, the convenience of marketing, the families of these farmers, how large these families are, the incomes, their success, the production history, soil and climatic conditions. Satisfied with these he also looks into the local competition, the character of the other retail stores, how much cooperation he can expect from them. He will get the number of doctors, lawyers, and other professional men, real estate agents, insurance agents, men and women of other employment and their probable buying power.

### LOCATING THE STORE ITSELF

Having made a careful investigation the merchant has come to the point of locating. He

then selects the site with the same amount of foresight and care that he selects the city. He has a careful check on the density of traffic; the kind and character and frequency. He knows the number of vehicles and whether they are automobiles, or carriages, and the number of pedestrians, men, women or children, and he knows the hours when they pass. He then looks into the rent, insurance, and tax factors, advertising rates, the local practises of his competitors, the opportunity for obtaining help, wages, amount of delivering to be done, whether the business is cash or credit, whether prices are maintained by competition, the amount of business that might be drawn from other stores, how much would be created, the facilities for keeping a small stock—all existing present and prospective conditions, including the prospect of the growth of the city.

The local competition will be analyzed. Are the competitors old or young, well-established or new, efficient and up-to-date or backward, popular or unpopular, influential over a regular following on account of religion, club or lodge connections, rated well for credit, treating their customers well.

## SALES AND PROFITS

To get a reasonable profit from the greatest possible number of sales requires management. It requires a microscopic examination of every department. The seller, including the salesman, the goods to be sold, the customer or buyer, and the manner of making the sale are factors which must be thoroughly analyzed and improved wherever possible. The spirit of the efficiency engineer has reached the field of the retailer. The age of efficiency, of intensification, of new theories and new practises is upon us.

Let us say to the man or woman behind the counter that the details of personality already enumerated in this book, apply to the retail salesman just as much as they do to the wholesale or traveling man. We can not overlook the personal appearance; we can not overlook the manner; we surely can not overlook the language and expression; we can not overlook the importance of knowing much about what we have to sell. The man or woman of ordinary refinement likes to do his buying from the salesperson who dresses modestly, neatly and becomingly; who has a good cordial bow for a friend or customer or visitor; who is patient,

interested in the person's wants, and who can, after every effort has been made to make a sale, very graciously suffer the loss of it. Treatment of this kind brings customers back again.

#### SELLING EFFICIENCY

There are little details of efficiency which if practised by the salesperson will bring the selling ability to a much higher standard. We must be regularly at work and on time, have a fundamental knowledge of the principles of selling, know the goods, use tact, use good English, remember the name, be original. We must know the store and the location of things, be methodical, honest. We must know something about the work of our superiors, in order to give us breadth and understanding.

By being regularly at work and on time the salesperson increases sales. If every salesperson were to come to the store only when it was convenient, the morale of the entire organization would be affected. The management could never depend on the employees. For the good of the store it is most essential that we get to work every day. It is just as important that we get to work on time and leave on time. In the opening and closing minutes of each day

many an opportunity will present itself to make sales. The buyer has a reason for coming early or late and must purchase at that time. Not being able to obtain service on account of the absence of one or more of the salespersons, the buyer has disappointedly gone to a competitor and a sale is lost. The person who is constantly irregular and late in attendance lacks interest in the work and is not paving the way for advancement.

Dress and manner must be carefully attended to by the salesperson. Too much paint and powder, extremes of design, immodesty of dress, loudness of dress or manner are offensive to many people. Constant gum chewing will drive away people of certain temperaments. Chewing tobacco is inexcusable in any place of business where men and women do their trading. Bad breath keeps customers at a distance. Occasionally we detect offensive odors due to lack of attention to the hair and body cavities. The more powder and paint we notice the more repulsive and unpardonable becomes this condition. In retailing, which necessitates being indoors constantly, personal odors are all the more striking. Cleanliness, sweetness, wholesomeness are wonderfully attractive. There is no greater injustice that we salespeople can do



ourselves than that of failing to keep clean, failing to use soap and water freely, failing to dress in clean, well-kept clothes. No less important is the matter of carrying ourselves well, walking briskly and standing erect. We must not overlook the attraction of a pleasant smile. We must express our interest in the customer with our eyes, face and actions. We must leave the slang at home. We must be a lady or gentleman in the real sense of these words.

#### DISCIPLINE

To obey the code of rules or methods of practise in force in the retail store is as important as it is in the army. We can not get far in the army without discipline. Things must be done in a certain way, and that certain way must be followed by all. The certain way of running the retail store has been decided on by the management after most careful study and experience. Each salesperson has certain things to do and certain ways of doing them. We must have rules to run any organization and these rules must be obeyed. Let us learn the rules of our store and obey them.

Any salesman is a better one for having interested himself in obtaining knowledge of the

business beyond his immediate work; for having learned the reasons for construction and arranging and managing the store as it is done. The cooperation of the salesman is worth much to the management. It is worth much more with this knowledge of the point of view of the management, because having this point of view the salesman cooperates with greater sympathy.

By having a thorough knowledge of the goods the retail selling is made more efficient. In retail selling we must know our stock, what it is and where to find it. We must know the good seller and the poor seller. We must know the quantity on hand, the ordinary demand, and see that the stock is replenished as required. We must know prices and quality. By knowing price and quality, we can assist in making selections that are suited to the taste and pocketbook of the purchaser. Our knowledge of goods must include the knowledge of their uses. If we are selling hardware and can not tell the uses of a certain wrench, we are worthless. That wrench has some very attractive talking points which we ought to know, and which would help us to sell it. Our knowledge of goods should include the knowledge of quality also. If knowing the quality necessitates learning how the goods are made let us learn this,

If we know that a certain automobile tire is made of four or five plies of good fabric, instead of three, we have a valuable selling point which will help to make a sale. Knowing the goods means knowing the condition of the goods. If some of them are not in salable condition it is important to make this known. A thorough knowledge of the goods enables one to talk over such selling points as style, durability, the purpose for which the article is best suited, its convenience to the customer, the comfort which it gives, its purity, safety, beauty, construction, the cost to produce it, how it compares with similar articles made by competitors, who are the makers, whether or not it is guaranteed, who are using it and how they are satisfied. One writer says: "Half the secret in attracting and holding customers often simply amounts to knowing a bit more about the goods than the other fellow and taking the pains to explain it to customers. The dealer who does is usually a lap or two ahead when it comes to interesting customers."

Our explanations must not be over the head of the buyer. Technical matters should be brought out in a simple and interesting way or they will not be understood. Talking about the details on an engine or automobile might do

very well for some buyers, yet would be most monotonous and hazy to others.

Concentrate on your customer, see that there is nothing to distract, like noises, smells, smoke or dust. Make the customer comfortable, taking him or her from the gaze of the public if this is advisable. Never let over-anxiety bring into the situation more than one salesman at a time. Aim to please rather than to sell. By aiming to please the selling will take care of itself. Be thorough, patient, interesting in your descriptions. Keep your mind on your work. Appeal from every angle, politely, graciously and sincerely, by means of suggestion, by exercising the buyer's imagination, by appealing to the instincts, emotions, desires, interests and habits. Appeal to the parent for the child, to the husband for the wife, to the lover of music and tone with the piano, to the love for clothing with style, to imitation by telling of others who have bought, to individuality by showing distinctiveness and uncommonness. Humor the selfish; make it easy for the lazy; let the customer sell himself if possible; cater to his vanity; make him like you and your store. Help the undecided by suggesting; inspire confidence by giving undisputed proof to the suspicious; agree with and flatter the one who

knows as much about the goods as you do; let the talking one talk but not drift too far from the matter of a sale. Find the vital point of attack in the indifferent and reticent, possibly by a question; show the advantages of immediate buying to the one who would wait; be active and in harmony with the one who is nervous and must have things done quickly, and be slow and deliberate with those who would take their time. Comfort the tired; preserve your dignity for the dignified. Anticipate the buyer's objections by answering them before they are asked. Tell the truth always. Say and do the right thing at the right time.

A certain dry goods merchant examining into his business came to the following conclusions: First, that a desire to sell can be so strong as to defeat its own purpose. The desire being selfish, may lead us to forget the point of view of the customer. Second, that any business depends on the good will and confidence of its customers. Third, that if the desire to please and serve the public is kept uppermost in our minds we will develop a much greater volume of trade than if we merely try to sell. By pleasing the public with our goods and service our selling takes care of itself.

Remembering the name is one of the most

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appealing faculties that the salesperson can have. The opportunity of learning the name of a customer is not always favorable. When the introduction takes place we do not hear it or understand it. There is a way to get the name and to remember it, and it is well worth cultivating. First get the name firmly fixed in the mind, clearly imprinted there. Get it correctly spelled and pronounced. Repeat it to yourself as often as possible while you are talking to the person, associating the name with the person and especially with the face. Continue to do this after the person has left. This continued repetition and association will make remembering much easier.

Still other important details to be attended to in our selling are the use of tact, good judgment, keeping the character above reproach, letting the imagination play its part freely, taking advantage of the power of suggestion, thinking, thinking, thinking! The customer's tendencies, his actions while buying, the things that he examines, the comments that he makes,—all these tend to assist in determining what will appeal to him. It is a matter of common knowledge that the woman is much more particular and careful in her buying than the man. Another detail worth remembering is that those

who are most difficult to please, once pleased, make the most loyal customers. They know that they are difficult to please and they give credit to the salesperson who can do it. Nor should we forget that selling properly means pleasing, and that the person who buys hastily may be dissatisfied and will return the goods, an uneconomical practise reflecting on the salesperson if it happens frequently. We must learn to know people; be able to judge them to some extent by their appearance, manner and actions. Much can be learned by studying people with whom we come in contact in our work in the store. We have already made a detailed examination of the buyer in the chapter on that subject.

#### ORIGINALITY

Remember that the man or woman buyer is calling on salesperson after salesperson, in one store and another, day after day. When, therefore, the same form of address, the same questions, the same expressions are heard time after time in dealing with these employees, a feeling of monotony comes over the buyer, a feeling that these words and expressions are stereotyped and ought to be changed for something new and original. "Something?"—"Do you

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wish to be waited on?"—"What's yours?"—"What do you want?"—these are just a few of the common expressions. Let us change them. Let us say something appropriate but different. Each customer may present himself in such a way as to offer an opportunity to do or say something that is out of the ordinary. Take advantage of it.

WE MUST KEEP IN MIND THE FACT THAT IN SELLING  
WE ARE FUNDAMENTALLY APPEALING TO THE  
INSTINCTS

Instinct is the natural and inborn inclination and ability to do certain things without being taught, like the inclination of the duckling to go for the water as soon as it leaves the shell. These instincts vary in different persons, yet they can be classified as common to all. Some of us have the instinct for music, some for numbers, some for harmony, others for balance. We all have the instinct for wanting to acquire. From the day we are born we have the hunger instinct. Later we develop the instinct for clothing. Every business man is in business by reason of his instinct for acquiring or collecting. Other instincts which are common to all are curiosity, companionship, imitation, indi-



viduality, the parental instinct and the instincts of sympathy, modesty, travel, fear and anger. Did you ever stop to consider that the man who designs or invents is a student of interests, emotions, desires and habits. Did you ever consider that the man or woman that buys for your department is a student of these same incentives? These men and women buyers know popular needs and demands and must only be convinced of adaptability to fill these needs or supply these demands when they make purchases. Every piece of goods in the retail store makes its appeal, when properly presented, to some fundamental instinct. There is clothing, for example. We must have it. It is one of our strongest interests. In connection with it our feeling of pride, almost emotional in some persons, says we must have style. Acquisitiveness, which springs from the instinct of hoarding or collecting, says we must have a fair price.

A pleasant and courteous environment and a willingness to please give the good feeling-tone which is so much desired in all branches of selling. Although there are many surprises in store for the salesman who attempts to "size up" a person, there is a way to determine by tactfully questioning, by carefully directed conversation, by appearance, action and other evi-

dence just what the person desires or needs and what will meet these desires and supply the needs. The buyer who knows exactly what he wants will require little of the salesman's time and attention. Serving this person will be merely taking an order. Then there is the person who knows just about what he wants. Serving him requires not much more salesmanship. There is another class, however, "just looking," or who have made one purchase and might be interested in another. Getting this individual to purchase requires salesmanship; the same inevitable process of getting attention, interest, desire and volition,—good constructive salesmanship, the kind that lifts the salesman from the level of the common to that of the expert.

#### YOUR SALARY IS PAID FOR CLOSING SALES

There is no money made in retailing unless goods are actually sold. Selling and getting the money keeps the store and salaries going. We may have a wonderful store, a beautiful line of goods, an excellent display. The place may be filled with people day after day looking at our goods and hearing our appeals, yet if we can not close the sale the store will go into

bankruptcy. We must close and have the customer satisfied. This closing must be done with tact. There can not be the appearance of forcing. The appearance must be that of trying to please. Gentle suggestions here and there, extreme patience in showing every style that might satisfy, as a last resort letting the undecided customer take home the article if there seems to be an opportunity to please, asking at the proper time if the article is to be charged or paid for in cash, requesting the name and address, handing the article to the customer with the attitude that you regard it as sold, asking when the person wants it, or how he wants it sent, or which style he prefers, are only some of the means of closing by suggestion. Think again, and do not leave anything undone that should be done to make the sale in the proper way.

AS A LAST RESORT, INTRODUCE THE CUSTOMER TO  
SOME ONE HIGHER UP

If the sale is of sufficient importance, and everything possible has been done to please the customer, a very good practise is to introduce the customer to some one higher up in the department. Those in authority may decide on

account of the circumstances that a concession might be offered, or some other consideration given in order to close the sale. If it is then impossible to make the sale, the customer must nevertheless be thanked for his time and requested to come again just as sincerely and courteously as if a sale had been made.

#### KNOW THE LOCATION OF OTHER DEPARTMENTS IN THE STORE

The higher work of creating business demands that salespersons know the location of other departments than their own. If the customer is buying a coat from one department, something to go with it which may be had in that department or in some other, should be suggested. Possibly it is the boot and shoe department, since it is a stormy morning and the customer seems to need rubbers. If the buyer has purchased a heavy coat he may want also a heavy cap, or a flannel shirt. We should know what is on sale and where the sales are taking place, what is specially advertised. All matters of interest pertaining to the store, and which may be asked about should be known to the salespersons. Every sale, whether it be from one department or another, is important.

All should therefore cooperate to see that the sale is made, even if the manager of the rug department has to take the customer to the shoe department to make it.

BY BEING METHODICAL, TAKING ADVANTAGE OF THE  
QUICKEST, MOST EFFICIENT WAY OF DOING THINGS  
THE SALESPERSON ADDS TO HIS ABILITY

There is a long and short way to do things. Let us have the short way; it saves time. Names should be correctly spelled and written. Bundles should be tied in the most efficient way. House numbers and street addresses should be correct; when incorrect they cause much inconvenience, loss of time and disappointment. Change should be made quickly and correctly. If the credit must be looked into have it quickly and properly and diplomatically done in order to save time and ill feeling. See that totals are correct, that orders are properly taken with nothing omitted. Little mistakes and omissions may mean much. A wrong spool of thread may mean that the dressmaker must wait. A wrong number may mean that some one will be without slippers for the opera. An incorrect name may mean another trip to the store by some one who has been patiently waiting for delivery.

Do not hesitate to get the correct spelling of a name, even if you have to have it written out for you. All items of purchase should be fully and clearly written down, sufficiently in detail for proper identification should this become necessary. The number of articles is as important as the description of them. If the salesperson will show the order to the customer for approval of name, correctness of address, number, and of the articles ordered little more time will be required and much trouble will be avoided.

How would you feel were you to get a C. O. D. shipment with the price higher than you agreed to pay? If the price of the C. O. D. is too high the customer will not pay, and if it is too low the company may never be able to collect the difference. Be honest with the customer and prove that you are so by calling attention to errors even if you have to telephone to do it. Do not let customers suspect that their credit is questioned by sending orders C. O. D., which should be sent otherwise, and do not send articles otherwise that should go C. O. D. You may make a present of these articles to the person at the expense of your company. The whole matter resolves itself into one of being careful. **BE CAREFUL!** We have put it in capitals

because it means so much in any branch of selling.

In retailing the attention is obtained by advertising, window display, store display, and occasionally by some extraordinary means. You know the power of the full-page newspaper advertisement that is so often used by the department store. The newspaper advertisement is as important to the woman buyer as is the sporting page to the baseball fan. You know too the power of a good window display. Men and women and children stop to study the new designs and latest suggestions in millinery, suits, dresses, and toys. Now regarding store display! Where do we buy our chocolates? Do we buy them from the merchant with the dark, dusty, sticky and unsanitary candy counter, or do we step into the store with good appointments, agreeable decorations, plate-glass show cases, and with attractive boxes and containers? This is store display.

The man who writes the advertisements for the store knows that the real selling points of an article of merchandise are the qualities and benefits of that article as they exist in the buyer's mind. In the volume on attracting and holding attention, in Shaw's *Retailing Series* we find this: "The real psychology of adver-

tising is this: A man buys an article for the good he will get out of it, and never for the benefit of the merchant. He buys it because he wants to buy it and not because the merchant wants him to. . . . Therefore in finding the selling points in his goods the advertiser should consider his goods from the customer's point of view, and present his selling talk in a way that will make the customer really agree with the merchandiser's idea; namely, that the goods are worth having."

In obtaining the attention by advertising and display the customer is visualized, as they say. He is vividly pictured with all of his surroundings. His mode of living, practises in buying, where he lives, how he lives, his occupation, his income, his probable likes and dislikes are pictured. Knowing the uses of one's goods enables one to fit these uses to the condition and circumstances of the buyer. In dealing with the class of buyers who have not been reached by advertising, and display, the salesman gains attention and interest in the same manner. He must do the work in this particular case of the advertiser and window-trimmer or decorator, in addition to doing his usual work in retail selling.



THE BETTER RETAIL SALESMAN SHOULD KNOW  
SOMETHING OF STORE MANAGEMENT, WINDOW DIS-  
PLAY, ADVERTISING AND OTHER INCIDENTALS OF  
THE RETAIL BUSINESS

Some excellent ideas in retailing, advertising and managing have come from the small-town dealers. Some of our most effective advertisements have come from men formerly salesmen in little towns who made a study of advertising. The salesman of the small towns and of the smaller stores of the large cities, must be more versatile than the specialist salesman of the large city department store. The work of the salesman of the small town is more general, taking in often the matter of advertising, window display, possibly temporary management. This is the salesman of to-day who will be the business man of to-morrow. How much better will his salesmanship be if he knows something about the work higher up in his business. The broader his knowledge of business in general and of things in general, the more effective will be his selling.

THE VALUE OF WINDOW AND STORE DISPLAY

Density of traffic adds value to window display. Window display is very strong adver-

tising because of its realism. In this respect it is next to handling the goods themselves. If there is action in the display it becomes still more real. Crowds stop to watch the young athlete demonstrate the shoulder brace. The display window yields an opportunity to give a perfect object lesson full of life and action, so real that when the athlete straightens his shoulders the spectator straightens his also. We are rarely disappointed in the impression we obtain from the display window. It is a very effective method of letting the goods sell themselves. And no less important is the display within the store. The opportunity is just as great here for keeping goods before the constant stream of traffic and in many cases gaining attention and interest that would otherwise never have been gained.

#### WINDOW AND STORE DISPLAY

The background must be relevant. It is neither good taste nor good judgment to use a background of a busy mill and its smoky surroundings for a display of perfumery. If our store were in the steel mill district and we had a soap display, the mill and some of its employees cheerfully removing the grease and grit with this soap would be relevant.

Good display is an art. It requires skilful and systematic arrangement. Certain combinations, certain kinds of lines, certain blending of colors have esthetic value; beauty and taste and refinement that make one want to stop and ponder and enjoy. Surely care in arranging the cloth or garments or articles on display, seeing that they are in good condition, and that they are naturally placed are important. A skirt thrown over the shoulder of a form would not be natural. It should be where it belongs. The things displayed should have agreement in their relation, conformity, symmetry and harmony. Any object or picture that is presented to the mind, whether it be in advertising, or in display, must have balance and unity. Everything must be where it belongs, inviting the eye to pass from one object to another, naturally and unconsciously, having nothing to interfere with the impression which is being made on the mind. Then the things displayed should have meaning; express something, some thought or suggestion. A group of figures representing children of different ages, dressed in the latest of the season's apparel is a meaningful suggestion. The bedroom completely equipped, or the dining-room, or kitchen, give a complete suggestion with meaning. There is surely no

meaning to a display of silverware and harness, but to harness and harness polish or grease or other stable accessories there is plenty of meaning. Display with meaning is creative. It associates in the mind the relevant. The purchase or presentation of one thing of this related group has a tendency to suggest others. We place a new bed in a room and immediately notice incompleteness in some respect; not the right kind of rug; pictures inappropriate or something omitted or irregular. Irregular why? Because meaningful display has educated us to this feeling. Go back to the laws of memory and you will find that association is its very basis.

In good display objects must necessarily predominate over setting. If ingenuity in color arrangement predominates to the extent of drawing attention to it rather than to the goods, the display is to this extent a failure. The style must be in keeping with the environment. Location and the character of the traffic must be kept in mind. Idealism, or showing ultra styles—those above the average taste—is regarded as effective. Extreme effects make observers curious to learn if the more conservative styles are not exceptionally good-looking. Bizarre effects, the grotesque, odd and fantas-

tic are being freely made use of if it is possible to do so without detracting from the goods themselves.

#### THE IMPORTANCE OF LINES AND SURFACES

It is well to remember that there are grace and beauty in waves and curves. The grace of the classic dancer is explained in the waves and curves of her movements and gestures. Lines themselves affect the feeling-tone. We are pleased with certain lines on the automobile. We say it has good or bad lines. The lines of clothing are agreeable or disagreeable to us; and so the lines of arrangement in our display window will have agreeable or disagreeable feeling-tone. The firmness and dignity in vertical lines make us respond by standing erect and holding the head high. Now regarding horizontal lines, it is easier to swing the head from side to side than it is up and down. Furthermore, objects at rest are in horizontal positions; they therefore suggest peace and quiet and restfulness. Diagonal lines suggest action like that of the athlete running or hurdling, or the dog leaping through space. We seem to have a native preference for ellipses, ovals and oblong shapes rather than for squares and circles,

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The shape of almost every article of regular use proves this; for example, the envelope, the oblong desk or door or window or piano, or the store itself, the calling card, dance-hall, living-room, even the display window. Following this same inclination we prefer the cone, pyramid or triangle or star, to the cube or sphere.

Display is not normal unless it has balance. We are very quick to detect lack of balance in anything. In an art window, mass can be balanced against vista, or against other objects suitable in size and suggestive of weight for balance. To avoid topheaviness, more must be below the center than above, where the light and delicate belong; where nature puts the birds and clouds. Too much in the window suggesting overcrowding, is not good. There should be breathing space and allowance for the effect of background.

The attractiveness of color is very great. It too must have harmony, and masses of color must balance if a color scheme is attempted as is often the case in the strictly art window.

The art window is not always possible on account of the nature of the goods displayed. Groups of small articles such as groceries, including teas, coffees, canned goods and the like, must often be displayed in what is some-

times called the "checker-board" arrangement. This arrangement covers the floor and walls of the display case or window, the articles being properly grouped. The disadvantage of this is the appearance of crowding and the tendency to rob of distinctness, with nothing standing out to make a special impression to make one remember.

Some merchants are very successful who use the entire store for display. Although the display windows are to some extent set apart, they are really a feature of the display of the entire store. The vastness and the opportunity to give meaning to all display are extraordinary, especially at night when good lighting facilities unfold the beauties of the entire first floor which has been carefully and purposefully planned and arranged. There is a great opportunity for the furniture dealer with such a display, and for the one who wishes to give distinction to his automobile store.

The observer welcomes the sight of ferns and flowers, velour in proper colors, and other tasteful and suitable decoration. Standards and fixtures rather negative than positive, add to the beauty of the window.

In display, as in personal selling and advertising, the constant effort should be to strike a

responsive chord. There is a way to show goods which will bring out most forcefully their adaptability to needs or demands; link them with the interests of the observer, with his probable desires and habits; appeal to his emotions. When this point of contact, or center of interest, is discovered and featured the work is at its best. If we can bring out the central figure or idea around which everything else revolves and is subordinated, and so create a focal point for flitting attention, the impression on memory is made the stronger—the problem again of the advertiser and the salesman.

#### APPEARANCE OF THE WINDOW AND THE STORE

The salesman will find that paint, the broom and the wash cloth are not forgotten in running the modern store. The exterior will be attractive, and a good advertisement of what is within, by having it kept painted. The surroundings, walks, windows, floors, display cases, and the goods themselves are kept clean and attractive. In the stores of our larger cities, men and women are constantly cleaning and putting things in order, keeping them fresh, bright and inviting. The good effect of a beautiful painting can be spoiled by putting it in a poor frame. The good effect of our work in the



display window can be spoiled by the detracting influence of a poor exterior.

The public demands frequent changes in the display. As soon as a certain display has done its work it should be changed. The local conditions will help to determine the frequency with which changes should be made, like the density of traffic, and the apparent drawing power of the display. The life and progressiveness of the management are reflected in making frequent changes.

#### SOME SIGNIFICANT THINGS

The entrances should be carefully located; the doors should work easily or be opened by attendants. They should be wide enough for the traffic, and level with the walks. The factor of safety is always considered because with heavy traffic passing constantly through the entrances, accidents are likely to happen, and damage suits accumulate. Respecting efficiency and economy, the modern manager studies the arrangement of his departments and of the things in each department, placing these in the relation to each other with the idea in mind of making the operation of the entire store as efficient and economical and conve-

nient as possible. Access to the different departments is made easy, the relative density of traffic to different departments being considered. The floor plan is made as simple as may be. In order to prevent crowds from gathering near entrances and interfering with traffic only goods which sell themselves readily should be placed near the entrances. In the floor arrangement the peculiarities of the man buyer should not be overlooked. He will not follow a labyrinth of departments and counters to do his buying. Unless the purpose is to cater to the exclusive class the store will try to educate the public to believe that it belongs to everybody. Goods should be placed where they will, as much as possible, sell themselves even though there is some loss from their being handled freely. The supply of cards should be plentiful, good cards well designed and printed or painted with prices, directions, descriptions and other labor-saving information. Appropriate display fixtures which will save space and labor, as in unpacking, and which will serve as salesmen in many cases, should be plentiful but not conspicuous. Whenever the nature of the goods will permit they should be displayed compactly, in the grocery for example, with canned goods for a base and selected glass con-

tainers for a mounting pyramid. This saves space and adds variety. The importance of association should not be forgotten. Articles most naturally associated with one another should be exploited by juxtaposition in arrangement, by suggestion from the salesperson, and possibly in department advertising, on cards, or even on the containers themselves.

The modern manager studies the records of his store and learns the buying habits of his customers, then caters to these habits. If he sells more hardware on Wednesday than on any other day, he makes an effort to sell even more by catering to this line on that day. He knows the value of traffic throughout the store; it makes the sales. Bargain counters, entertainments, and special attractions are held with the idea of distributing the traffic where it will do the most good. The comfort of patrons and employees is always kept in mind by seeing to ventilation, light, rest rooms, nurseries and other conveniences. The buyer must be put in the right frame of mind to do business.

#### ORGANIZATION OF THE LARGE RETAIL STORE

The general manager as is usual has charge. Reporting to him are the store superintendent,

advertising manager, merchandise manager, and records manager. The store superintendent buys the supplies, looks after complaints, exchanges and adjustments, deliveries, inspectors and wrappers, care of the building, including heating, lighting, cleaning, repairing and watching, has direction of the stenographers and floor managers. The advertising manager has charge of all copy, preparing for newspapers, display cards, window trimming, and mail-order circulars. The merchandise manager looks after the buyers, salesmen and customers, and probably after the alteration department. The records manager has charge of the stock-keeping, marking and checking, statistics, mailing lists, etc., bookkeeping which includes supervision over cashiers, credit salesmen, purchases and expenses, and also after credits and collections.

#### THE CONFERENCE IS VALUABLE

The modern manager has his weekly meetings of department heads for the purpose of taking up matters of importance. Periodically the manager gets together his salespeople for conference, general discussions, speech-making, and inspirational work. Complaints, sugges-

tions and new ideas spring from the conference, giving results often of great value. Here is where matters of policy are discussed and determined; problems which can not safely be left to the judgment of one person, are considered and solved by the group.

#### DETAILS OF MODERN STORE POLICY

The employer is interested in keeping up the health and spirit of employees. This is acknowledged as necessary if enthusiasm and interest, concentration and loyalty are expected. The employer provides for a reasonable amount of rest, for proper ventilation, light, drinking water, sanitary toilets, sometimes lockers and drying-rooms. Very generally now we find the lunch room in the large stores. Good fire protection is essential, and in large organizations sometimes medical attention. The company likes to have its employees satisfied. For their pleasure whenever possible the library is accessible for good reading. The ball team provides healthy outdoor sport, and so the walking club, or the company camp. In some of the largest organizations very high-grade schools are provided for instructing employees in the ways of their work. Employees must not for-

get therefore that the employer feels much interested in their welfare because it is to his interest as well as theirs to have them healthy, efficient and satisfied, and to that end he is constantly planning and working.

Other details of policy are such as having one price to all. The public is too well informed as to prices to overlook any differences. Modern policy also says that it is not good ethics to go beyond the threshold of the store to solicit. Let advertising do this or telephoning perhaps, but not the salesman himself. Then let courtesy reign everywhere says modern policy. Let every one from the general manager to the night watchman be a promoter of courtesy, extending it to every customer, rich or poor, white or black, clean or dirty. The salesman should cooperate in the policy regarding complaints, doing his part to have it reasonable and farsighted with future business in contemplation. Then in the effort to establish confidence, permitting the return of goods under reasonable restrictions is good policy, many concerns regarding it as advisable to do this without question whenever requested. Many stores now have definite lengths of time during which original prices are maintained on certain articles such as millinery, after which reductions are

provided for. Automatic bargain basements are the clearing house for all goods which do not move sufficiently fast in the regular departments at original prices. For their own good, salespersons should welcome the policy of instruction in salesmanship. This adds impetus to business which means a better prospect for the employees as well as the company. They may check and rate the employees. All right; this is good work. Then the salesman knows the measure of his ability and effort and can be governed accordingly. Needless to say there must be honesty in the policy, actual bargains or none, no misrepresentations, no guarantees that are not guarantees. Finally the management must stand by the representations and errors of its employees even though loss is involved, a fact which should bring the constant cooperation and care of the salespeople.

#### ATTITUDE TOWARD COMPETITORS

Although there is still much suspicion and jealousy among competitors in the retail business, those who are regarded as most progressive have come to realize the importance of working together. This spirit of cooperation has been evoked largely by the creation of the

thousands of commercial organizations, and the spreading of educational literature and propaganda by manufacturers and jobbers. The success of the manufacturer depends on the success of the retail dealer. The manufacturer first realized the importance of developing the cooperative spirit and brought the value of it to the attention of the retailer. Although retail dealers are not attempting to form monopolies, which would be unlawful, they are working harmoniously, each asking a fair price for his goods, each letting the other have his share of the business, each borrowing or buying from the other when necessary, both purchasing from the same manufacturer and often receiving their shipments in the same car. This cooperative spirit is putting life into cities that were dead. It is trimming the whiskers of the fogies; cleaning up the old-fashioned stores and putting them on a modern basis; bringing in manufacturing and increasing the population.

The first thing that the retailer, who would be up to the times, must do is to rid his system of jealousy and suspicion, and over-anxiety to do all of the business in a community, and to replace these retrogressive notions with the spirit of cooperation and good fellowship toward competitors and other business men of



his locality. The salesman must also reflect this spirit in his dealing with the public, not forgetting that his employer pays his salary, nor forgetting either that it is the employer's intention to be fair with all others in business, and that no unfair practises, unfair dealings, or unfavorable remarks will be warranted.

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## CHAPTER VII

### A KNOWLEDGE OF THE FUNDAMENTALS OF ADVERTISING MAKES BETTER SALESMEN

IF OUR selling is at its best, the sales manager is letting advertising do the preliminary work and the salesman do the closing. Clothing, shoes, silverware or cigars are introduced to the buyer in the magazines, newspapers, attractive folders and in the sales letter, long before the salesman has left for the field. Good photographs or drawings with strong, clear descriptive matter have reached the buyer and made an appeal. Possibly he has ordered. Possibly he is in the frame of mind to order. Possibly, yet not often, he has not been impressed by the advertising. Only what the advertising has left undone does the salesman have to do.

We advise our salesmen to have knowledge of goods, of policy, of selling. To be consistent we must advise him to have knowledge of the thing which works with him and like him;—in his stead, in his absence, to do the very things

which he is called upon to do personally,—advertising. If there is any power in advertising, the secret of that power will be of great value to the salesman. The situation which the advertiser must meet is in many respects the situation which the salesman must meet and the ways in which he must meet it. Both are trying to sell, one with the picture and written word, and the other with the article itself and the spoken word. Both are appealing to needs, desires; the advertiser through the eye, and the salesman through the senses generally.

Advertising is done in one or more of the following ways: in the national magazines,—the advertising of the wholesale dealer or manufacturer; in the daily and weekly papers, the mediums of the retailer; in the class periodicals such as the trade journals, farm papers, etc.; on the electric signs and bill-boards; in the street-cars; direct by mail; with letters, circulars, the house organ, etc.; in the theater program; by moving pictures; by demonstration, distributing and sampling, and with the use of novelties.

#### SCIENCE IN ADVERTISING

Doctor Harry Hollingsworth writes in *Advertising and Selling*: “In the laboratory

we find students measuring the intensity of sensations, the degree of attention, the strength of belief, the legibility of hand-writing, the agreeableness of color combinations, the excellency of literary compositions, the eminence of scientific men, the humor of comic situations, and many other things which are no less subjective than the persuasiveness of a selling talk or the pulling power of an advertisement."

The call of science has reached the field of advertising. Our advertising is still in the experimental stage. We have to try it on the few before sending it out to the many. We are not yet able to predetermine what the pulling power will be without this testing and experimenting. For years the psychologist has been at work and it is claimed that interesting things are developing. The time may come when we shall be able to say that an advertisement of certain structure will appeal and pull, with the same degree of assurance that we now say that sweets will appeal to the child.

#### THE SPECIALISTS

Advertising has become so important that many large and responsible concerns have sprung up, especially in the largest cities, of-

fering their services to the man who has the big problem. In the largest of these organizations we will find seven or eight departments, the men in each department specialists in their particular line of work. One will have a general knowledge of advertising and marketing, and will be prepared with the assistance of his associates to give general counsel and to engineer the work in connection with a marketing or an advertising problem. Associated with him will be the man who investigates advertising possibilities, another who prepares the copy and plan, another who looks after the art work, still another who has charge of the printing or typography, another who knows all of the magazines, trade papers, farm papers, and other mediums, their prices and advertising value, and lastly the one who checks the advertising to see what it is accomplishing and what it is costing.

#### THE GREAT WORK OF ADVERTISING

The great work of advertising is to educate; to lay before the public the nature of the thing to be sold, teaching its uses and adaptability to needs; to keep the memory of the buying public refreshed by repetition, by constant presen-

tation from one angle and another; and eventually to get the goods from the producer to the consumer with the greatest economy.

#### BEFORE WE ADVERTISE WE INVESTIGATE

We do all of the necessary preliminary work before deciding on a campaign. We determine by study, and investigation, and experience, what is the thing to do and the best way to do it. We do not wander around, guessing and groping, trying to get our bearings. We learn what is the kind of advertising that is needed and when and where it should be done and how extensively. We do not overlook the necessity of making it easy for the man who wants the advertised article to get it. We remember that the local dealer may be an important member of this group of campaigners. We try to fix the ratio of advertising investment for the business by considering all relevant factors, like quality, cost, marketing price, whether the article is a necessity or luxury, trade conditions affecting the product, competition, the necessity of acquaintance advertising, the possible per capita sale, the life of the product and rapidity of consumption, change of fashion, whether the demand is seasonable or constant,

the sales support that will be obtained, transportation possibilities, whether or not there is a general line of goods that will derive benefit, whether subsidiary sales will follow, like the records of the victrola, and whether the demand already created must be maintained.

If the campaign is for the ice-cream manufacturers of Omaha, we will first study quotas, examine our government statistics to learn how much ice-cream is consumed per capita in the United States and in certain parts thereof, and especially in cities that have the population and climatic conditions of Omaha. By comparing Omaha's per capita consumption with that of other places of the same character, an idea can be gained of how much the consumption can be increased by good advertising, and how much the advertiser can afford to pay for this campaign. There is nothing of greater importance than to have a good and thorough preliminary investigation before entering upon an extensive advertising campaign. Nothing of importance is done in these days of efficiency without a plan.

Mr. E. E. Calkins, in *The Business of Advertising*, gives a very good summary of the things to be done in planning the marketing of a new product.

“Investigate the market and distributing possibilities,” he says; “the attitude of the trade; line up the obstacles and plan for their elimination; get a name—preferably one descriptive of the article, easily pronounced, easily remembered, and capable of being protected legally; get a good package, of good design, shape and appearance with good display value, practical and economical; work out the advertising plan having in mind the traveling man, jobber, dealer, store salesman, consumer and competing goods; decide on a general sales plan fitting it to the conditions and tying it up with the advertising plan; be careful in the selection and costs of media, and the size of space to use; have the copy properly illustrated, designed, printed, and worded compelling attention and pulling value; finally prove the advertising to see that the many parts and detail are in harmony.”

#### THE IMPORTANCE OF COPY IN THE ADVERTISING CAMPAIGN

Copy is the company's silent messenger. It is given the responsibility of telling the advertiser's story. Often the buying public sees nothing of the manufacturer but his copy, not even a salesman. Five thousand dollars may be the price of a single advertisement. If the copy makes no appeal, gets no attention, does not interpret correctly the message of the man-



ufacturer, the money might better be given to charity. Copy has a big job in these advertising campaigns, and it must measure up to this job. The illustration, designing, printing, and wording must be correct.

#### THE IMPORTANT MATTER OF KNOWLEDGE

Successful public speakers tell us that the secret of good speaking is to have an overwhelming knowledge of the subject; be saturated with it so completely that the ideas flow freely and without hesitation. Study will convince any one that there is not a book on salesmanship, sales letter-writing, or advertising, that does not lay great stress on the importance of knowing all about the thing that we have to sell or to advertise. Unless we ourselves know, we can not impart knowledge. Unless we ourselves know, we can not describe uses and adaptability to needs. Unless we know other articles we can not compare. The man who uses cement likes to know that it is tested every hour and made by experts. The woman who buys ice-cream likes to know that it is rich in butter fat and therefore creamy. By knowing of what an article is made, how it is made, what its history is, we have material that makes advertising what it should be.

Knowledge presents the opportunity to give individuality and distinctiveness. Knowledge gives the point of view of the maker, of the outsider, and of the buyer and user. It comprehends the service that goes with the sale of the article. It places before the advertiser the character of the people who are to buy, their circumstances, financial standing, occupation, sex, age, education, and other factors. It gives us the point of view of the woman, of the boy or girl, of the college man, of the high-school graduate, of the working man.

Dependable knowledge should come from a dependable source. If it is knowledge of the kitchen it should come from the kitchen. Who can tell us more about the needs of the kitchen than the thinking woman who spends her hours there? Who can give better suggestions regarding the nursery than the woman who spends much of her time there? A current advertisement claims that a certain electric iron is correct in every detail because it was designed by women. Every improvement shown is the result of a woman's suggestion.

#### KNOWLEDGE OF LOCAL CONDITIONS

There must be a market for the article. There must be some one to use it. A farmer

can not use a rotary kiln. We would not advertise rotary kilns in farm papers. If competition is keen and plentiful we must determine intelligently whether it is advisable to spend much money to break into the field. Whether the article is already in the stores or will be when the advertising is sent out, must be taken into consideration. In some localities, and especially in some foreign countries peculiarities of custom may overthrow a selling policy. The color of the container may be sufficient to spell doom. Those who have advertised in Chili know that we can not talk about Santa Claus there; they do not believe in him.

WE HAVE COME NOW TO THE POINT WHERE WE  
MUST WRITE SOMETHING THAT WILL BE SEEN, READ,  
BELIEVED AND REMEMBERED

We must write something, we say, that must be seen, read, believed and remembered. We must in other words get attention. If interest and desire are to result, it must surely be read, and if we are to have action immediately or in the future, it must be believed and remembered. The advertising man has a problem that is fundamentally no different from that of any other man in the business of selling. We are going to

find that with difference only in the equipment with which he must work, he obtains vocation in the same manner as does any other individual who sells, whether he be the man on the road, in the store, or sending out the sales letter. All must alike go back to the buyer, determine first what will gain his attention. The methods are almost fixed. We learn what, in our article or proposition, will appeal to his interests and desires, and on the strength of the resulting impulse which always accompanies desire, we finally get action. In the following pages we shall get an idea of the methods used by the advertiser in getting and holding attention; how this is developed into interest, eventually into desire, perhaps, and in many cases into the result of making the sale.

In a general way the advertisement is designed by securing not more than a few shapes or forms that are related properly, placing them in proper proportions, providing for sufficiency of base, proper balance, good color combination with correct relation between such details as the picture itself, border and type, a focal point with satisfactory movement of lines to carry the eye to it and to whatever may reinforce it in making the impression; and finally securing strength and harmony.

## OBTAINING ATTENTION IN ADVERTISING

Possibly the head-line will be a command such as: "Protect Your Family from the Wolf," "Buy Directly from the Manufacturer," "Chew Gridley's Gum." Very often the question is used: "Do You Like Good Fishing?" "Is that Daughter of Yours Going to Boarding School?" "Wouldn't You Like To Bathe at Rockaway?" The head-line may be a mere declaration of style, quality or price. "Pretty Fitting Cravenettes for the Damp Weather," "Our Six Dollar Ladies' Pumps Are Worth Ten," "Working Your Way through College Is Easy if You Are Selling Maps," "Wanted—A Man for This \$10,000 Job," "Father! Let's Talk about That Boy." Accompanying a good illustration of ladies' apparel we have; "Slim, Youthful Lines, Flatteringly Plain and Plainly Flattering." The manufacturer of vacuum sweepers says: "More Leisure for Mother." Notice the simplicity of language designed to appeal to the mass in the following: "They Always Want More,—Blank's All O' the Wheat Bread!" "Green's Grapelade, the pure Grape Spread." "Brown's Supreme Ham." "Block's Vinegars,—Every Drop Awakens Flavor." Under the illustration of a kitchen in which

the maid is using the ware advertised we find the head-lines: "You will be prouder of your kitchen than ever before if you equip it with a set of beautiful bright Never Wear Out Aluminum Cooking Utensils." Here is an elaborate New York hotel dining-room filled with guests. Under the illustration we find the heading to a baking powder advertisement: "THE FINEST FOOD IN THE WORLD! That is what New York demands. And New York gets it." Let us consider first the nature of the people to whom we are sending the message, then with the aid of a good picture, a phrase or expression that grips, and strong, well put words we can gain attention.

Attention value depends on the advertisement's position; on whether it is located at the top or bottom, right or left or middle of the page, and whether or not the page is near the front or back cover, or of the advertising sections. Attention also depends on intensity, striking colors, pictures, etc., on the size of the advertisement, on the length of time that it is seen, the frequency of its appearance, the change of form and the display of action.

We have already analyzed the laws of attention. They apply to advertising as well as to other branches of selling. A mental process

such as seeing, smelling or imagining becomes clearer and more distinct with attention; becomes more intense, increased in duration as does time when we dwell on it; comes more quickly into consciousness as do details when pointed out. We have seen that it is the very basis of volition; that it is short-lived, passing from one thing to another quickly, and that its range is limited to a few things at a time.

In order to obtain attention the advertisement must have something in it that will link it, or "tie it up" with the ideas which the reader may have by reason of such factors as education, purpose, age, social environment, attitude, etc. If one is working with a definite purpose, anything tending to aid him will have attention value. If at this moment I were to see an advertisement of a book that would help me in writing on the subject of attention, I would give the *advertisement* attention. If one's attitude toward the idea or suggestion produced in the advertisement is favorable or unfavorable there will be attention value. The tendency to action will be greater if the attitude is favorable. A farmer who has had difficulty with a tractor may be definitely set against tractors and will give no attention to advertisements. If he has used one successfully he will

welcome new ideas and suggestions. Education and experience broaden the interests and change them. Our opinions, tastes, judgments and desires change with education and experience. An advertisement with an appeal to the civil or electrical engineer means little to the man without the engineer's training. Heredity is also important; whether or not we are descendants of the wealthy American banker or the poor German or Swedish farmer or mill employee. Age has much to do with interests, the attractions of youth being different from those of middle and old age. Then social environment must not be overlooked. Those with whom we travel in social life have much to do with the molding of our tastes and habits. We may be individualistic, aristocratic and exclusive, devoting much attention to club, social life, golf, polo, fine horses, hunting and the like, or we may have the simpler, more inexpensive, unpretentious habits of the middle and poor classes. The man who writes the advertisement knows his article and its uses; knows the public and its needs or demands and how best to link the two together. If it is tooth paste the message goes to the world; if it is baking powder, to the housewife; if it is the vacuum sweeper, to the mother and daughter; if it is



the tractor the message goes to the farmer, and so on. Professor Adams, in *Advertising and Its Mental Laws*, says: "The incoming stimulus must be linked up with other ideas, derived either from our past experience, or with our hereditary responses to situations. As given by Pillsbury (*Attention*, p. 50) they are: Idea in mind, purpose, attitude, education, social pressure, and heredity."

#### MECHANICAL HELPS IN HOLDING ATTENTION

We have seen how attention flits from place to place. Complexity in the advertisement invites this; invites attention to pass from one part of the advertisement to another. Each division of the complex advertisement leads naturally to another, interest and association being brought out in every part and tending by its relevancy to give unity to the whole advertisement. The complexity must be limited to two or three kinds of type or color or figures because of the limit of the range of attention.

Unity is assisted mechanically by such devices as having all faces pointing in the same direction, all arrows, borders, pointers and other details inviting the eye to follow from one thing to another, all relevant and reinforcing in

effect. The center of interest, or focal point, or point of attack, must stand out strongly, not detracted from by over-ornamentation of the rest of the advertisement, if the unity is to be at its best.

#### OBTAINING PERMANENT ATTENTION

Inasmuch as we have carefully examined the methods of obtaining and holding attention in another chapter, we need only summarize here what has been learned. In advertising we find the methods the same as in every other branch of selling. What does the advertiser select as the means for getting and holding attention in a lasting way? He selects the following: (1) Novelty, the unusual, the grotesque, fantastic, —bizarre effects; (2) Color, looking carefully to the bright and striking, with good tone and harmony; (3) Illustration, including good cuts, photographs and sketches; (4) Action, displayed in persons, places or things; (5) The Comic, portrayed in word and picture; (6) Feeling or Affective Tone, or the quality of giving pleasure, excitement or strain, or displeasure, calmness and ease; (7) Appealing through the fundamental instincts to the interests, emotions, desires and habits.

## FEELING-TONE ALWAYS FUNDAMENTAL

In advertising, feeling or affective tone is very important in holding attention. Pleasant impressions made by the advertising remain with us while we evade the unpleasant, retarding its force and making the impression faint. The details of good feeling-tone read much like those which we examined with respect to window and store display and personal selling. There must be symmetry or proper arrangement of the parts of the advertisement with reference to one another; proper proportion or relation in size and degree of the parts; clearness; balance, giving proper distribution at the top, bottom, right or left of the advertisement; harmony or a pleasing agreement of the parts, including the colors; proper colors; proper lines and spaces; proper mass arrangement, and atmosphere. The wording must be correct and pleasing. The objects selected, topics dwelt upon, people represented, purposes expressed, arguments advanced, associations produced, all help or harm the affective tone. The cow itself must be kept out of the advertisement for meats unless its surroundings are idealized. The farmer, not the city banker, must be represented in the advertisement directed to the

farmer. The purposes expressed must be in harmony with those to whom the message is sent. The associations produced must be agreeable. Even such details as the character and direction of lines add to the tone of the advertisement. There must be an opportunity for pleasing eye movement.

#### THE VALUE OF SURROUNDINGS

Professor Adams (p. 200 *Advertising and Its Mental Laws*) mentions an experiment on ninety-nine students of the University of Michigan for the purpose of determining the effects of surroundings on the pleasantness or unpleasantness of an advertisement. A certain food advertisement was arranged on a large page surrounded by advertisements of other concerns. The experiment showed that pleasantness was greatest when this advertisement was placed with other edibles such as candy, pop corn and pork and beans, next in the order of pleasantness when surrounded with chocolates, locks and insurance, third in the order of pleasantness with an advertisement of an optical company; fourth, when placed with chocolates, a jewelry advertisement and cameras. The lowest in order of pleasantness was obtained with hosiery, rubber heels,

etc. In other words the more heterogeneous the surroundings became the lower the degree of pleasantness.

#### STRIKING THE RESPONSIVE CHORD

There is something about every article to be sold that makes the strongest appeal; pulls the hardest; produces action the quickest. That magnetic something is important. In order to find it we must know our article from raw material to finished product, and all of its possible uses, and we must know people of all classes and their needs; we must have their point of view with relation to the article. In personal selling we have a much greater opportunity to determine adaptability than in advertising. In advertising, what we are able to learn in our study and experiment with the few we apply to the many. We must in advertising determine the vital point of attack before sending out our expensive message or we lose. The quicker we discover it the more goods we sell at the least cost.

Efforts have been made to compare the relative strength of different appeals but only in a general way and not very successfully. Tests have been made on students in different

universities under conditions which taken together did not represent exactly the situation that the practical advertiser has to meet. The experiments are on an educated class which does not represent the cosmopolitan character of the mass to which the advertising message is usually sent. We show for comparison the results of tests made at Harvard and at Columbia. The strength or pulling power is shown in the order reported in the tests. The appeals were in the abstract and presented to twenty men and twenty women at Columbia.

## TESTS AT HARVARD

## TESTS AT COLUMBIA

- |                              |   |
|------------------------------|---|
| 1. Mere assertion of value   | Manufactured by approved Scientific Methods |
| 2. Time saved; efficiency    | Durability                                  |
| 3. Scientific construction   | Sanitary                                    |
| 4. Durability                | Efficiency                                  |
| 5. Economy                   | Time saved                                  |
| 6. Reputation of firm        | Appetizing                                  |
| 7. Modernity                 | Family affection                            |
| 8. Personal comfort          | Value                                       |
| 9. Health, cleanliness       | Evolution—<br>years of experimenting        |
| 10. Imitation of others      | Ambition                                    |
| 11. Appetizing               | Self-defense                                |
| 12. Recommendation of others | Reputation                                  |

13. Ambition and pride	Guaranteed
14. Sporting instincts and play	Guaranty
15. Family affection	Safety
16. Medicinal value	Popular
17. Hospitality and courtesy	Economy
18. Civic loyalty and patriotism	Maternal love
19. Used by social superiors	Modernity
20. Beautifying qualities	Health
21. Imported	Quality
22. Warning against substitutes	Elegance
23. Sympathy	Bargain
24. ....	Sympathy

The Columbia list was more lengthy. Courtesy was placed at 27, amusement at 29, hospitality at 30, cheap at 36, civic pride at 40, patriotism at 41, style at 45, imported at 48, beautifying qualities at 49.

Abstract appeals are too general to be of use. The warning against substitutes may be vital in the purchase of some articles and mean little in the purchase of others. Convenience may be the appeal in preparing soup; hospitality in the service of a hotel or bank, ambition and family affection in the matter of education, but none of these may be important necessarily in connection with other things. One of our large magazines found that the appeal to

the boy to make money by selling the magazine was not nearly so strong as the appeal to the parents to have him do something useful. The correspondence schools talk rather of knowledge, position and salaries than of books and study. The talking machine companies talk of Creatore, Caruso and Gluck rather than of the mechanical details of their machine. The development of personality may be uppermost in the minds of some. The fact that overalls are union-made may produce action in the union man. Style is surely uppermost in the mind of the society woman posing as a connoisseur of fashions.

We are back once more to the problem of knowing our article or proposition, and the individual to whom we expect to sell and his needs or demands all well enough to find the strongest bond of connection between them. We are back again to the question of determining interests; of learning to what emotions or desires or habits we can most successfully make the appeal. Perhaps you play golf. Will not an advertisement with a good photographic suggestion regarding the making of a certain shot strike you? Would you not be inclined to send for the advertiser's booklet on golf? If you are a housewife would not the photograph



of a modern kitchen displaying a labor-saving convenience make you read the text of the advertisement? If you like chickens would you not read a story about them? If your boy is in the university would you not be interested in something pertaining to his work? Here before me are sections of well-known magazines appealing with mere announcements to the general interest in education. The desire for food is so strong that interest is aroused with pictures of appetizing dishes and accompanying recipes, and surrounding them with little stories of human interest regarding the home. A flavoring extract advertiser pictures the children expressing a craving for cakes flavored with his vanilla.

The granite company says, under the headline on the monument: "In Loving Memory—Grief mellows with the years, and the tomb becomes the shrine of tender memories. And what tribute more fitting, more adequate than a design in the lovely gray of the eternal granite, the finest and most enduring of monumental materials."—An appeal to the emotion of grief. The following appeals to the desire to save or accumulate, acquisitiveness; "economize by reducing rent with an Easy Davenport; install one in your library or parlor and you add to

your home the equivalent of an extra bedroom and save at least ten to fifteen dollars monthly."

Appealing to habit we find a biscuit company picturing a table with a vase of flowers, a book and a box of wafers, under which are the suggestive words: "A good book, a quiet nook, and our wafers to eat between thrills of the story."

Not only the wording but the general structure of the advertisement should have an element of interest. The arrangement, typography, ornament, literary style, illustrations should produce agreeable or disagreeable, strained or unstrained, comfortable or uncomfortable sensations as demanded. Novelty in cuts, faces, forms, shapes and designs, in arrangement, name, spelling, position, trade-marks and trade names, verse and expressions. People love the colors; pause to discuss them; recall them; plan on them. They are of great consequence in getting the advertisement to function as it should. Pictures, when appropriate, striking and artistic impress the visualist who reads in pictures rather than in words; and when relevant they reinforce the advertisement for all classes. Always interesting are persons, animals and things in action,—the dancing maiden, for example, the runner in action or the tarpon leaping in the air.

## THE PICTURE AND THE SUGGESTION

The eye is constantly glancing at objects. During every hour of the day the mind receives its myriad of impressions through the eyes. How much easier and how much more natural for me to glance at the vase of peonies on my desk this morning than to read a description of it. How much easier to glance at the picture of these peonies than to concentrate on a description in words. Pictures probably appeal more to the visual than to the auditory motor type, yet the appeal is strong to both. Pictures are one of the simplest, most powerful means of description, clear to the child, and understood even by those who can not read. The language of the picture is universal. For these reasons a picture has come to be a part of almost every good advertisement. The experienced advertiser sees that it is relevant, associated with the thought or message which he is driving home, reinforcing instead of detracting from it. He lets it portray what may connect with the reader's interests, emotions, habits or desires, doing team-work with the words of exposition, description, persuasion or argument. He is guided again by the rules or laws of attention, interest, desire and volition in the

selection and use of the picture. It will have its focal point and those associated with it. It will have its balance, intensity, unity and other requirements. It will have novelty and originality not overworking such pictures as that of the child or pretty woman. It will not cover too much ground, often showing only a part of the human figure in action, a small section of the room, or part of the floor surrounding the vacuum sweeper perhaps. The nature of the article will have much to do with this, some articles demanding more extensive environment.

#### IMAGINATION PLAYS AN IMPORTANT PART

What wonderful power in the imagination! With it we do all of our designing, inventing, painting; all of our creative and constructive work. With it we give different surroundings to the thing which we have to sell, different conditions, place it among different kinds of people in different parts of the country, in different climates. We can with the imagination picture to ourselves and to our readers, *our* boy in the executive chair; picture the sportsman in the streams of the Rockies; place ourselves under the spray of Niagara, gathering violets. We can see the truck load of peaches going from our orchard to market, over good

roads, with no transferring or unnecessary handling. We can see the possibilities of a certain investment. Imagination is the master-painter or artist, giving vivid pictures of pleasure, of delicious foods and pleasing drinks, of beautiful gowns, of modern homes. The salesman and the advertiser play on this imagination, making it work to their advantage, placing the article in the fancied possession of the buyer and picturing its uses and advantages. It helps to give tone to the advertisement. By arousing the images of the sense of touch, taste, smell, or temperature, great force is added to the advertisement. Words full of relevant and proper suggestion will do this; making these appeals over the subconscious route to emotion, desire or habit rather than to reason. Pictures and words which arouse pleasant associations are very effective in doing this, especially if the words are taken from the vocabulary of poetry and romance; the field of song and story.

#### LANGUAGE: THE STYLE AND FORCE OF THE ADVERTISEMENT

Discourse is of four kinds: descriptive, narrative, persuasive and expositive. Description represents to the reader the attributes or gives

the characteristics of an article, portraying and explaining its construction, operation and uses. Narration in advertising gives the story of the history and achievements of the company and its article. "For sixty years our goods have made their frequent turnovers on the shelves of America's best stores." Persuasion, consisting of exhortation or argumentation, works on such feelings as those of gain, comfort, fame, honor, ease, etc., and makes its appeal to reason. It presents arguments for and against, anticipates objections and otherwise debates the question of purchase or ownership in a convincing way. To be most persuasive the copy should present the affirmative of a proposition, give liberal presentation of the other side, anticipate the objections, avoid arguments and if possible summarize what has been presented. This can be most successfully done in the letter or folder where space is more plentiful. The advertisement brings out the information piece by piece; point by point. Persuasion recommends, appeals to interests. Exposition explains how an article does what is claimed for it. Illustration is valuable in exposition. The information must be exact and condensed, not introducing persuasion or other kinds of discourse.

The literary style and force of the appeal is as important as the style of the writer of books. Putting our personality into advertising may make specialists of us. Not all advertisers are adapted in personality and style to advertise certain articles. A man who might be excellent in advertising furniture might be a failure with tobacco. He might write a good advertisement for a camera but be unsatisfactory for soft drinks. The style must be appropriate for the thing to be advertised. Good style requires the use of the matter that is interesting, presented naturally and sincerely, rather than too cleverly and smartly. This, however, does not mean sacrificing brightness, picturesqueness and cheerfulness when the article advertised permits. The breezy and possibly the slangy style has its place in advertising as well as on the stage, and in good literature. Whatever the character may be, it must not detract, like the over-dressed salesman, from the force of the appeal. Catchy, cute, sparkling and amusing expressions are appropriately used for low-priced articles like household utensils, soaps, washing powders, drinks, tobacco, etc. The best advertisement gives the reason why the statements of the advertisement are true,—the convincing style. The light and catchy and breezy is intended to

appeal rather to impulses than to calm deliberate reflection.

The use of the pronoun "you" has been used freely in advertising as in letter-writing. Possibly it has been overdone. Too much "you" and "your" may become monotonous. When used to a reasonable extent it is very effective. "Your boy should be a lawyer," "Your coal bins will be empty," "You, sir, should take advantage," etc., are examples of this use. Conversational style is often used to advantage. Popular stories are full of dialogue and conversation. When it is natural it is interesting. Manufacturers of medicines, cosmetics and other articles find the testimonial form valuable. Another popular style is the story advertisement or descriptive article. The tire manufacturer tells us how the gum is gathered in the Tropics and put into the rubber that makes our tires. The asphalt company lets us know that nature seasons its product under the sun of India. The retail dealer tells us the story of how he is able to give a bargain.

Price, when comparatively low, may be attractive to the economical, but to the exclusive may make no appeal. Positive statements are regarded as more forceful than negative ones yet the circumstances may change this opinion.



Associations produced should be positive rather than negative. Sometimes we may find the shocking producing best results especially if accompanied with benevolent appeal. "Whose Fault?" says the advertiser of goggles under the picture of the unfortunate man who has just lost his sight. In the trade papers we find the language of the chemist for the chemist and the language of the engineer for the engineer. If we are writing to the great cosmopolitan world our language must be the language of the mass, simple and clear but proper.

#### FIXING THE IMPRESSION

Association, we have found, is the basis of memory. If two ideas enter consciousness at the same time, or in immediate succession, the reentering of one idea at a later date will tend to bring to consciousness the other. The more frequently that a nervous current passes over the same pathway to the brain the deeper and more distinct does this pathway become, much like the pathway in the meadow from constant use. As walking becomes easier on a smooth pathway so nervous currents pass with greater ease over well-worn nervous pathways. A well-defined pathway tends to drain energy from

other centers not so well-defined and active only at random. This exchanging of energy produces a connection called association. One idea is bound up with others; grouped. Associated ideas are therefore the result of these modified brain pathways. Single unassociated ideas spring up spontaneously in the mind; connection with other associated ideas brings them up. "Association takes place when nervous energy from one center flows out into related centers, causing a corresponding related consciousness. This overflowing of energy must take place along a nervous pathway, and this pathway must be formed in the nervous tissue before the exchange is direct. The general rule is that energy radiates out in all directions from a center so long as all paths have equal resistance. Now if two adjacent centers should discharge at the same moment, there would be a pathway between them which would be doubly excited, and hence its resistance would be lowered. . . . Every element thus tends to bring up again the whole of which it was previously a part."\*

Association is therefore important in fixing the impression of our advertisements. Naturally we can take advantage of it in many ef-

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\*Hollingsworth—*Advertising and Selling*, page 190.

fective ways. Contiguity has been exemplified since advertising began in such expressions as "Opposite the Hippodrome." "Just east of the Gayety." "Over Brandeis." Similarity, or the resemblance of things to each other tends to recall either to the mind when the other is presented. Certain elements of each being similar or identical call up both wholes of which they have before been a part. One man's walk reminds of another's; one man's nose, of another with a nose of the same kind. Two names or two places that are similar will be brought up together by association. Still another basis of association is emotional congruity. If the feelings aroused by two different experiences are the same, experiencing later one feeling will bring up the other. The advertiser sees that these feelings are agreeable, because they may lead us to purchase. Such appeals are successfully made through sympathy, interest, loyalty, civic pride, local atmosphere, excitement over current events, popular ideas, fashions, customs, crazes or whatever the public is most directly and immediately concerned in, or better still, permanently concerned in like matters of general welfare.

Our advertisers have long ago learned the importance of frequency in fixing the impres-

sion of an advertisement. The most often repeated gives the strongest connection. Tests show that repeated material obtains several times the memory value of unrepeatd. Next to repetition in strengthening the association and fixing the advertisements in the mind is vividness, brought about through surprise, strong attention, interest, desire, fear, hope, envy, or some other interest, desire, emotion or habit. That is the reason we find advertisements in strong colors. That is why in the large cities we find the enormous signs; humorous associations such as are now being used by a prominent soft-drink manufacturer and by some of the tobacco companies. This vividness is brought about by having the reader dwell on the advertisement by such means as the clipping of coupons, tracing the picture, selecting misspelled words, or names, suitable jingles, etc. The first impression or association is important since it will generally predominate when other factors are equal. Tests showing the value of position of an advertisement prove that the first and last pages are remembered better than those in the middle section. The last impression will also be important, however, in many cases as important as the first. The length or the amount of detail in the adver-

tisement is important in fixing the impression, the amount remembered depending on the length. Memory depends furthermore on the attention value of the advertisement. Whatever helps attention helps memory. In familiar songs and jingles we have examples of the importance of rhythm and rhyme in fixing impressions. The words or melody of a song or the catchy arrangement of a jingle will remain with us in spite of our efforts to forget them. And so with cleverly arranged expressions containing alliteration. "The Home of the Honey Bees" is used by the manufacturer of honey. "Put your Sweeping Reliance on a Bissell Appliance." "The Supreme Seasoning." "Pioneer Makers of Power Washers," these are samples of alliteration and rhyme. Ingenuity holds what novelty attracts. "Keen Kutter," "Upsonize," "Rough on Rats," such expressions are not easily forgotten. If the advertiser can influence the reader to go through certain movements in connection with the advertisement the memory is aided. Many people in memorizing must be rocking or swinging, waving the arms, reading aloud, moving the lips, etc. This is called motor-reinforcement, producing action to strengthen the impression of what we say in the advertisement. "Weigh

Yourself. If You Are Five Feet Ten You Should Weigh 175 Pounds.” “Test Your Mouth for Acid,” suggesting motor-reinforcement in the appeal to the desire for health.

Back in 1908 Professor Walter Dill Scott, of Northwestern University, finished his work on *The Psychology of Advertising*, one of the first works by a psychologist on the subject of advertising. In this work he said regarding memory: “Impressions once received leave traces of themselves, so that, in imagination, we can live over the same experiences and can recognize them as related to our past. The knowledge of former impressions, or states of mind, which have already once dropped from consciousness, is what is known as memory.... Our memories gradually fade with time..... We forget very rapidly during the first few seconds, minutes and hours.” (See page 8.) “One can improve the memory by the observance of a few well-known and thoroughly established principles.... Repeat it in all ways possible—say it over aloud, write it, look at it after it is written, think how it sounded when you heard the name, recall it at frequent periods and until it has become thoroughly fixed in your mind.”

Besides repetition Doctor Scott mentions in-

tensity, association and ingenuity. Let us have his own words regarding association. "The things which we think over, classify and systematize, and thus get associated with our previous experience, are the things which we commit most easily and retain the longest.... The details of business or professional life which are connected in a series are not hard to learn, and are not soon forgotten."\*

The successful advertising man constantly strives for greatest memory value. The advertisement must call up many pictures, each of which tends to reinforce the argument. In repetition he will preserve identity but present from different angles, in new and refreshing ways. He will look to proper color, contrast and harmony in the advertisement itself and in its surroundings on the page. Then he will make full use of the power of association, taking advantage of emotional congruity like picturing the esthetic in connection with the talking machine instead of the tone; picturing the wonderful climate, abundant crops, etc., in connection with lands in California. He will take advantage of the mechanical adjustment of things to assist memory; the ingenious

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\*Page 10—*Psychology of Advertising.*

method including unusual spelling, newly coined words and expressions, verse, etc. Then he will change his appeal to win those whose imagery is of a particular kind, imagery being visual, auditory, muscular, gustatory and olfactory.

#### PROVOKING RESPONSE

We have considered some of the ways of attracting and holding attention, arousing interest, and of fixing the impression of the advertisement in memory. Consideration must now be given to the all-important matter of obtaining volition. When a reader has been influenced by an advertisement or series of advertisements to the point where he is in the frame of mind for buying, suggestion is effective in provoking response. This is done by appealing to the imagination by command or assertion, question, invitation, or appeal to the fundamental instincts, interests, emotions, desires or habits;—what the psychologist calls ideomotor action, which we have referred to in other branches of selling. The nervous energy generated by the suggestion emerges at the other end of the arc in the form of action. The suggestion must have strength and vividness. The one who makes it must have accepted



knowledge and authority. Like the advertisement itself the suggestion must come frequently, first in one form and then in another, appealing to one kind of imagery or another. The suggestion must be positive rather than negative, because it leads us to act on impulse rather than after deliberation. If, therefore, we suggest the negative we obtain the negative. Finally the suggestion must be in harmony with well-established habits and feelings, not inviting us to violate our every-day habits and customs.

If we expect our advertisement to close orders we must give the reader the path of least resistance in ordering, asking him to do no more than "pin the bill to the advertisement" or return the coupon, postal or other device. The method of ordering must center on some simple and single operation, preferably not requiring the sending of money. Willingness to send at the seller's risk for the buyer's trial and approval is now very popular.

#### ADVERTISING AND DEMONSTRATING WITH MOVING PICTURES

Moving-picture advertising, either through the medium of the theater, or in the use of the machine in connection with personal selling of-

fers an exceptional opportunity for effective work. We have found in the study of attention and interest that action is exceedingly valuable. Persons or things in action, or represented in action by language or picture or both always bring attention and probably interest. The great advantage of moving-picture advertising is the possibility of displaying action; it is action itself. Furthermore it gives unusual opportunity for concentration, nothing else for the time being presenting itself on the screen or in the environment. The reader is present of his own volition for pleasure, when not pressed with details of business or profession.

It presents a great opportunity for realism in bringing to the public the story of the manufacturer; his plant and its environment, methods of manufacture and other information not possible to convey equally well in any other manner. Names, addresses, trade-marks, catch phrases and other features can be brought out very strongly. Appeals to the human interests, desires, emotions and habits can be, by means of real humorous or dramatic situations, given an indelible impress on the minds of those who see the picture. The manufacturer of woollens, oriental rugs, furniture; the laundryman, the summer resort, the railroads, have tried the

moving-picture and many continue to use it with great enthusiasm. It is adaptable for demonstration of endurance, speed contests, unusual production, power like that of the motor-truck, showing the tire from the time the rubber is gathered in the Tropics until it is on the car or truck. Where actual demonstration is impossible the film is used to good advantage. The salesman carrying the film can demonstrate the tractor, the great crusher, the rotary kiln, and other equipment and machinery too large or otherwise impossible to demonstrate actually. It has been used to demonstrate the use of dynamite in farming, blowing trees and stumps. Even the newspaper by promoting its occasional local romance gets its advertising benefit, while the local exhibitor, appreciating the value of the local appeal, is generally willing to show the film without charge. Some specialists in this form of advertising have made the claim that eventually every business organization of any importance will have its moving-picture department constantly working out new ways and means of using the picture to advantage, and in many cases going so far as to have a group of actors and equipment, including the studio.

THE END



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